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Defense Systems Management College 1994 Catalog

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Advanced Courses and Information for Military Officers and Civilians in Defense Acquisition Management

Leadership, Scholarship, Management

The emblem of the Defense Systems Management College was devised in 1971. Its three stars represent the Departments of the Army, Navy and the Air Force; together they suggest the joint-Service nature of DSMC. The stars are superimposed on the outline of a pentagon, which suggests the jurisdiction of the Department of Defense. The three-division shield, upon which the stars and pentagon rest, suggests the three-part school mission. Translated, the emblem's motto reads, "Leadership, Scholarship, Management."

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The 1994 Catalog is published under the direction of the DSMC Press, Research and Information Division.

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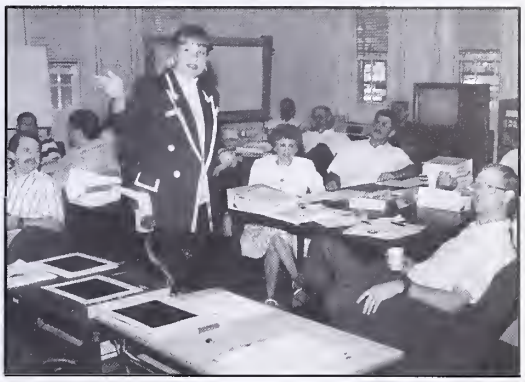
FOREWORD



The Honorable Les Aspin
Secretary of Defense

As the Defense Systems Management College (DSMC) enters its 22nd year, it faces new challenges and opportunities. The world has changed dramatically since the start of this decade and the Department of Defense (DOD) is developing a complementary strategy for acquiring weapon systems. Concurrently, the College must accommodate other environmental issues, such as: a declining defense budget, new and different national strategy objectives, a smaller work force, the lack of a pervasive threat, and a smaller industrial base. At the same time, however, Congress and the DOD are expanding acquisition education to include more individuals and career fields.

The College is preparing for these challenges. The DSMC was established in 1971 under the guidance of The Honorable David S. Packard, then Deputy Secretary of Defense, to provide the best systems acquisition education and training possible for the people responsible for acquiring weapons systems. While the College faced similar challenges then, it has grown and enjoys a worldwide reputation in government and industry for the quality of its education, research and information dissemination programs. This reputation was earned by adherence to a basic mission and guiding principles. We accomplished that by adapting DSMC programs to changes resulting from executive and legislative branch initiatives. We will continue this approach by adherence to an updated mission and by striving to meet the DSMC Vision Statement.

The College Mission and Vision Statements are:

> We will promote and support the adoption and practice of sound systems management principles by the acquisition workforce through education, research, consulting and information dissemination.
>
> We will be the academy of distinction promoting systems management excellence.

Commandant signs an Interagency Agreement with the Federal Aviation Administration to provide acquisition employees with program management resource development.

Left:
Claude M. Bolton, Jr.
Colonel, USAF
Commandant

Norman R. Augustine
Chairman and Chief Executive Officer, Martin Marietta Corporation

The College continues to work hard to improve the professional competence of the DOD acquisition system work force. The acquisition system applies to all equipment, facilities and services that are planned, designed, developed, acquired, maintained and disposed of by the Defense Department. The system extends to establishing policies and practices governing acquisitions, determining and prioritizing resource requirements, and reporting to the Congress. The Senate and House have asserted that the acquisition work force includes everyone involved in acquisition management, procurement and contracting, science and engineering, production, acquisition logistics, business, cost estimating and financial management, and auditing.

Two significant programs relating to the acquisition work force were started after passage of the Defense Acquisition Work Force Improvement Act (Public Law 101-510). The Secretary of Defense was directed to establish and maintain a Defense Acquisition University (DAU), the intent being to provide professional education and training of the acquisition work force, along with research and analysis of defense acquisition policy issues from an academic perspective. The legislation allows for one or more institutions under the university program, but requires the program be centrally directed and managed as a unified university structure. The DAU, a consortium organization of 16 DOD colleges, schools and agencies, became operational in August of 1992. The legislation mandated that DSMC and a senior acquisition course equivalent to existing senior military courses be part of the DAU.

As part of establishing a qualified work force, DSMC continues to play a major role in developing new educational programs and training and educating personnel in the major functional areas. The College conducts more than 23 courses including the Program Management Course and 13 other mandatory courses for the acquisition work force.

Far left and left: Acquisition Law Task Force

Dr. John M. Deutch
Under Secretary of Defense
(Acquisition and Technology)

Another result of legislation was the formation of the DOD Acquisition Law Advisory Panel assigned to review acquisition laws applicable to DOD in buyer-seller relationships in defense procurement. The DSMC Commandant chaired the panel and the College provided the panel staff. The Panel's report was provided to the Secretary of Defense and Congress in early 1993. *Streamlining Defense Acquisition Laws Executive Summary: Report of the DOD Acquisition Law Advisory Panel* sold at U.S. Government Printing Office bookstores throughout the country.

Even though the DOD budget is steadily decreasing, there is a continued demand for DSMC's products and services. The Defense Acquisition Work Force Improvement Act required the Under Secretary of Defense for Acquisition (USD(A)) to ensure that appropriate career paths leading to the most senior acquisition positions were identified in terms of education, training, experience and assignments. The Act further required DOD to identify the education, training and experience requirements for such positions by category. The USD(A) has chartered a functional board for each acquisition position category to serve as functional advisor in defining the boundaries for each position category and career field, as further defined in DOD 5000.52-M, Career Development Program for Acquisition Personnel (USD(A)). As these functional boards review their charters and identify new education requirements, they will create opportunities for DSMC to provide quality products and services to our primary clients and customers. As our clients' needs shift in the future, they will expect more from DSMC. We will be prepared to respond.

The DSMC faculty and staff welcome you to our campus and hope your experiences here will be rewarding.

Claude M. Bolton, Jr.

Claude M. Bolton, Jr.
Colonel, USAF
Commandant

Defense Systems Management College

Edward Hirsch BG, USA (Ret.)
Provost and Deputy Commandant

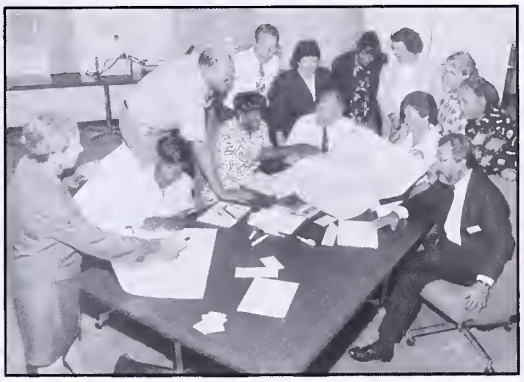
Origin of the Defense Systems Management College (DSMC) can be traced to 1969 when Deputy Secretary of Defense David Packard formed a review group to study all aspects of existing acquisition management education. The review group recommended the Defense Weapon Systems Management Center, at Wright-Patterson AFB, be moved closer to Washington, D.C. This led directly to the establishment of the Defense Systems Management School on July 1, 1971, at Fort Belvoir, Virginia. Mr. Packard officiated at the opening ceremony and provided his vision: "We want this school to become the Academy of Management for all four services. We want it to be a school of high distinction where the best of modern management practices are taught. We want it to become a center of research for the improvement of managerial practices."

The first DSMC course was the 20-week Program Management Course, which remains the nucleus of the academic program. It provides a professional education in effective defense acquisition management for selected mid-career military officers and civilians. The original curricula also included the Executive Refresher Course in Acquisition Management. In response to customer expectations and an increasingly complex acquisition environment, many short courses have been added to the academic program, which now includes 22 short courses of one to four weeks. Since the College opened in 1971, more than 50,000 military and civilian personnel from all the military services, federal agencies, and managers from defense industry have completed one or more courses at the College.

In the early 1980s four regional centers were added at St. Louis, Boston, Los Angeles and Huntsville. In 1988, the DSMC mission was expanded to include the entirety of acquisition management when it became executive agent with oversight responsibility for mandatory DOD acquisition courses offered by other DOD schools. The DSMC continues to broaden its horizons to maintain excellence in education and in all essential elements of defense acquisition management.

In 1986, Congress recognized the importance of acquisition education and made attendance at the Program Management Course (PMC) mandatory for program managers of major defense acquisition systems. The PMC has grown from 46 students in 1971 to 840 planned in 1994. In 1993, more than 7,000 other acquisition professionals attended a DSMC course.

The Honorable David S. Packard



The Honorable Colleen Preston
Deputy Under Secretary of Defense
for Acquisition Reform

The Honorable David S. C. Chu
Former Assistant Secretary of
Defense for Program Analysis and
Evaluation

Defense Acquisition University

The "seeds" for the Defense Acquisition University (DAU) were planted by the Acquisition Enhancement (ACE) Program Study Group I in its December 1985 report to the Deputy Secretary of Defense. The ACE Program Study Group I did not have sufficient time to scope out a university concept, which was left to ACE Program Study Group II to do. The latter Group presented a detailed plan and draft DOD directives to implement the university concept. The recommendations of the ACE Program Study Group II were accepted by the Under Secretary of Defense for Acquisition (USD(A)) in March 1987, except for the university concept. The USD(A) believed the university concept required review and inputs from the Services and defense agencies.

In September 1987, the USD(A), in a policy meeting with the Services acquisition executives, decided that a small office concept within the DSMC should be studied in lieu of implementing the university concept. The small office concept became known as the ACE Program Office within DSMC to serve as the executive agent for the USD(A) for the DOD Education, Training and Career Development Program. The USD(A) approved this concept in February 1988, and the mission of DSMC was formally changed in August 1988 by the Deputy Secretary of Defense. The purpose of the ACE Program Office was to provide career development courses tied directly to the critical acquisition career paths with the course providers being schools and organizations under the auspices of the Services and defense agencies. The ACE Program Office remained in effect until August 1992.

The Defense Acquisition Workforce Improvement Act (DAWIA) (10 U.S.C. 1701-1764) authorized DOD to establish the DAU. The DAU, a consortium organization of 16 DOD colleges, schools and agencies, was built upon the foundations of the ACE Program Office and became operational in August 1992. The DSMC is the only DOD school mandated by DAWIA to be part of the DAU. The DAU coordinates the DOD acquisition education and training program for the acquisition work force, and, through its consortium schools, provides a full range of courses to support career goals and career development of the DOD acquisition work force.

In addition to an education mission, the original charter gave DSMC research and information dissemination missions. The College has published numerous quality, innovative and scholarly research products and hosts a biennial, nationally-known research symposium. The College continues to publish and disseminate information through textbooks, guidebooks, fact sheets, software and the bimonthly *Program Manager* magazine. Currently there are more than 40 such publications being published.

The College has grown to include 200 faculty and a support staff of 236. It now includes 10 buildings on the main campus, four regional sites, and has an annual budget of over $25M.

The College has the continuing support of the Office of the Secretary of Defense and the advice and consultation of the Policy Guidance Council and the Board of Visitors. It continues to play an important role in preparing today's acquisition managers for active and productive roles in meeting with tomorrow's challenges.

College Products and Services

The Defense Systems Management College is committed to provide world-class products and services to its customers. Our vision is to be the preeminent choice for systems acquisition management education, research and consulting. Our goal is improved support throughout DOD operational and acquisition communities.

The College provides products and services to customers in the following five product areas.

- ❒ Program Management Course
- ❒ Executive and other Short Courses
- ❒ Research and Publications
- ❒ Consulting
- ❒ Management Deliberation Support Center

Each has a responsible and accountable manager.

The Faculty Division and the Division of College Operations and Services are staffed to support managers of the five product areas.

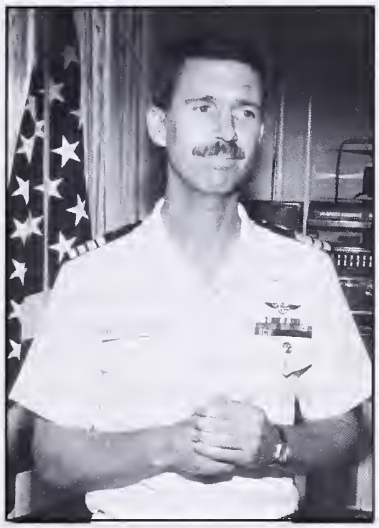
In addition, Executive Institute members provide their experiences as senior acquisition managers from government and industry.

The Policy Guidance Council is the College governing body. Chaired by the Under Secretary of Defense for Acquisition, Policy Guidance Council members represent the College primary customer base and include senior representatives from the Office of the Secretary of Defense and the military services.

The Board of Visitors advises on academic and technical matters. Members include experienced managers from defense industry and academia.

These groups are described on the following pages. Details of specific courses are in the academic program section.

Program Management Education Division



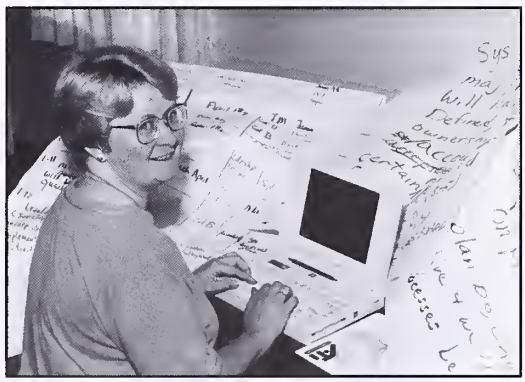
Captain Daniel Brown, USN
Dean

The Program Management Education Division plans, schedules and conducts the 20-week Program Management Course (PMC). A detailed description of the course is on page 43. The PMC is a major effort at DSMC, consisting of the majority of faculty and staff in teaching and support.

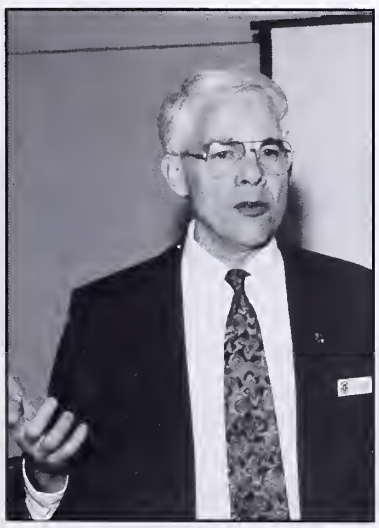
The curriculum is updated continually, with input from faculty, current and past students, acquisition managers, supervisors of graduates, acquisition career management boards, and functional area advisory boards. The update process, based on multiple input and views on priorities, is aimed at PMC continuing to reflect the evolution of the defense systems acquisition management world.

The Division manages class operations, provides scheduling support and classroom space for the PMC and other DSMC courses, manages the Individual Learning Program, and coordinates with internal and external individuals relative to the course.

The Individual Learning Program allows students to tailor their individual learning needs in areas beyond the core curriculum. The structured program identifies and coordinates common interests, helps students contact faculty in key interest areas, and enables students to take full advantage of learning resources on and off campus. Students design their own supplementary learning program to fulfill their individual learning objectives. They choose from on-campus electives, Learning Resource Center and library materials, and on-line data bases, and the many unique acquisition-related personnel and institutions in the Washington, D.C. area. Many graduates return during individual learning periods to take advantage of electives that fill their continuing professional development needs in program management education.



Dr. Alan Beck
Associate Dean



Executive and Short Courses Division

Col Andrew Zaleski, USAF
Dean

The Executive and Short Courses (ESC) Division is responsible for all DSMC acquisition education courses with the exception of the Program Management Course. This Division offers a broad variety of 20 functional and integrated courses ranging in length from two days to four weeks. Most courses are one week long. Thirteen courses are cited by the Defense Acquisition University as mandatory training for at least one DOD acquisition career field.

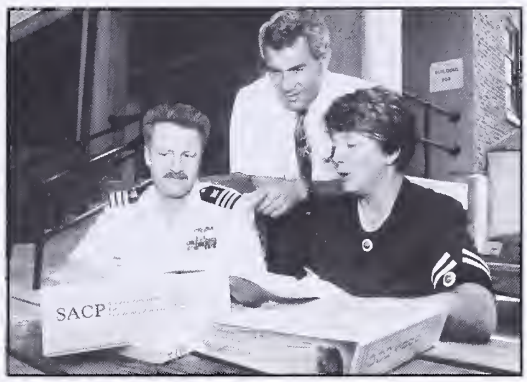
The ESC Division consists of three departments and the College's four Regional Centers:

— The Executive Courses Department offers three integrated executive-level courses designed for DOD senior managers and organizations with acquisition-related responsibilities. The courses are: Systems Acquisition Management for General/Flag Officers Course, Executive Management Course and Executive Refresher Course. They present a variety of acquisition topics to update or maintain currency of senior acquisition executives.

— The Intermediate Systems Acquisition Department is responsible for executing the 4-week Intermediate Systems Acquisition Course (ISAC), an integrated acquisition course offered at Fort Belvoir and the four Regional Centers. This course satisfies training requirements for new acquisition corps members, functional experts who need broadening beyond their acquisition specialty, and senior military serving their first acquisition tour. The ISAC is mandatory training for seven acquisition career fields.

— The Functional Courses Management Department is responsible for overall management of the remaining 18 courses which are executed by functional experts in DSMC's Faculty Division. In addition, this department oversees development of acquisition education technology to improve the quality, effectiveness and transportability of all DSMC courses. With the implementation of the Defense Acquisition Workforce Improvement Act (DAWIA) by DoDD 5000.52 and DoD 5000.52M, there is a substantial increase in mandatory acquisition training course requirements.

Mr. Jim Sheldon
Associate Dean



We continue to experience a significant shortfall in our ability to satisfy our customers' requirements and have laid the foundation for expanding our capabilities. During this coming year, we have scheduled our first offering to be delivered through our satellite network under development. With an initial success, FY 1995 should bring additional offerings through this method. Our Tutored Video Instruction program is planned to expand. We will create a video instruction package that covers all lessons of a single course.

We have continued to develop a correspondence course for the Systems Acquisition Funds Management Course (SAFMC). We identified the Intermediate Systems Acquisition Course (ISAC), (formerly Acquisition Basics Course) and the Systems Acquisition for Contracting Personnel Course (SACPC) as candidates for developing an equivalency examination. The ISAC examination should be available in early FY 1994 and SACPC later in the year. The Adjunct Professor Program has its first full-time professor who will provide instruction in our Test and Evaluation Management Course in FY 1994.

The ESC Division administers the College's four regional centers (Boston, Mass.; St. Louis, Mo., Los Angeles, Calif.; and Huntsville, Ala.). These regions offer 12 DSMC courses. See Page 34 for more details on the College's regional operations.

The ESC Division also serves as the customer interface for acquisition course requirements. It determines customer education needs and assesses how well DSMC is achieving customer satisfaction.

A.

B.

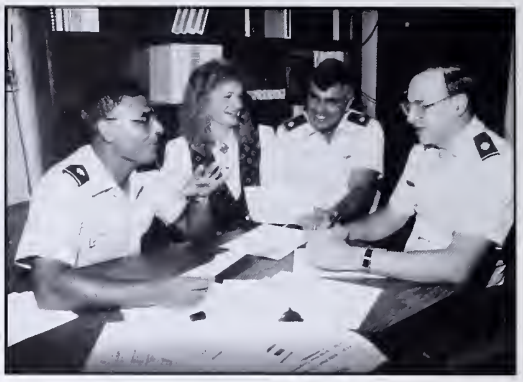
C.

A. Mr. Bob Tate
Executive Courses
Department Chair

B. Lt Col Ron Hitzelberger, USAF
Immediate Systems Acquisition
Department Chair

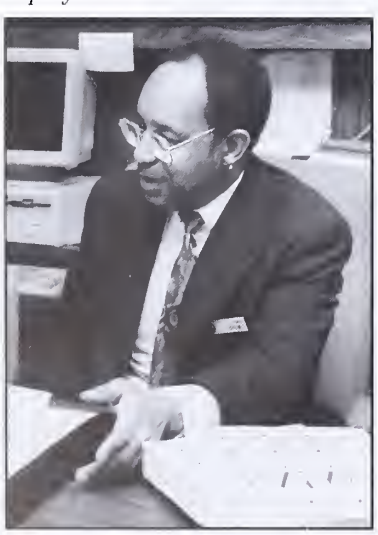
C. Lt Col Tom Case, USAF
Functional Courses
Department Chair

Research and Information



Dr. Adelia Ritchie
Executive Director

Mr. Cal Brown
Deputy Director



The DSMC remains at the forefront of knowledge in defense acquisition management education through long-term inquiry into topics of potential importance in improving DOD systems acquisition management. The program is developed through dialogue with DOD executives and faculty initiative. Products of the research include classroom experiences, studies for DOD executives, and information in publications for the systems acquisition management community.

Research

The Division manages support for the overall program of applied acquisition research at the College. Developing innovative solutions for today's problems while actively probing the forefront of tomorrow's issues, the program's fundamental purpose is to improve the acquisition process and its management. At the same time, exemplary research develops the inquiry skills of DSMC faculty and students. To that end, it supports the continuing development of the College curricula, develops new management techniques for use by program management offices, and assists in formulating acquisition policy.

Research is conducted by faculty members and selected students. Cooperative research is encouraged with outside professionals in system acquisition management. Potential cooperative researchers include members of the Service academies, federally-funded research centers and other academic institutions. There are wide-ranging endeavors in areas like program management, acquisition strategy, contract management, competition, productivity and technical support services. These include:

- An interactive data base for tracking Research on Ongoing Acquisition Research (ROAR). This system, developed by DSMC, is on-line internally and soon will be available for the entire community to eliminate duplication and encourage cooperation in acquisition management research.

- A refereed journal, guidebooks, handbooks and similar hard copy research publications covering the disciplines of system acquisition management. The DSMC maintains an inventory of more than 30 publications designed as acquisition practitioner references. These are widely disseminated throughout the acquisition community.

- Defense industrial base studies. A significant segment of current research encompasses the historical implications of build down and build up in the United States and other countries. Other active topics within this broad area cover a spectrum of influence that includes public policy, economic forces and the impact of actions like dispute resolution, foreign dependency and using international standards as a basis for manufacturing.

- The 1993 Acquisition Research Symposium. The DSMC will again cohost this

major event, calling together the latest research papers on defense system acquisition management issues for presentation to the community.

- Defense Acquisition Historical Center. The DSMC archives function has provided rich information for documenting DSMC history and the evolution of defense acquisition management. Expansion of the function is under way to capture the programmatic history of defense systems and the related educational body of knowledge.

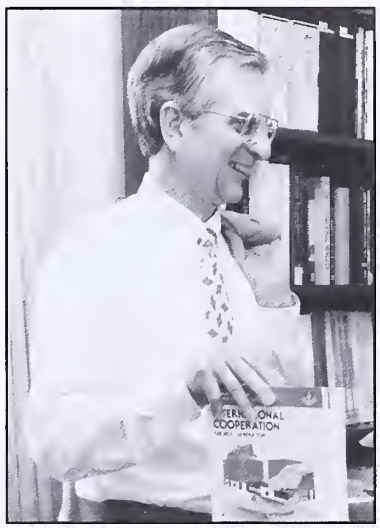
These activities are complemented by research and implementation of adult learning theory and more effective education methods. This is a continuing effort to investigate innovative concepts to enhance quality and lower costs of the College's educational program.

Information Dissemination

The Division coordinates the planning for management of all College information. Internal and external customers are served by the information management system. Major elements of the system are scheduling, managerial accounting, internal communications, learning resources, archives, course books, classrooms and publications.

DSMC Press

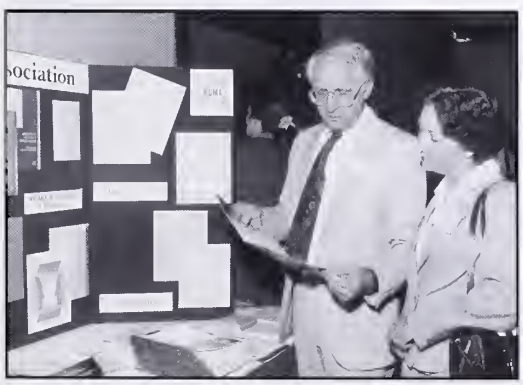
The DSMC Press helps disseminate acquisition management information through development of a series of handbooks and guides, a bimonthly journal, and a refereed quarterly journal. The handbooks and guides have been integrated into the College curricula and made available throughout the acquisition community. Many are sold through U.S. Government Printing Office (GPO) bookstores.



Program Manager is the College's professional journal. This widely-acclaimed, bimonthly periodical is an open forum for the critical examination and discussion of acquisition issues, policies and practices. *Program Manager* presents reports by defense and industry leaders on new concepts, policies and practices in defense acquisition.

The *Acquisition Review Quarterly* (*ARQ*) is a new refereed journal published by the Press for the Defense Acquisition University. The *ARQ* is designed to serve as a bridge of communication between those who study acquisition management and those who practice it.

A complete list of publications and ordering instructions is on page 72.



Consulting Division

Mr. Theodore Bloomer
Executive Director

The Consulting Division mission is two-fold. The first is to provide a formal process within the College for faculty development and training opportunities in order to expand the College's consulting capabilities.

The second is to assist senior DOD acquisition executives with exemplary consulting services. Under the management of this Division, the consulting services are reserved for strategic investigations that position organizations for longer-range readiness. Additionally, the operational aspects of the Division are to transfer skills and abilities throughout the customer base rather than perform "body shop" activities to support unfunded mission-unique requirements. Typical consulting products include:

- ❒ Organizational effectiveness and action planning
- ❒ High-performance leadership and modeling
- ❒ Corporate planning methodologies and operations
- ❒ Product line identification and process analysis
- ❒ Conduct of transition of command
- ❒ Program review methodologies, strategies and operations.

The Division will assist DOD acquisition executives and managers in locating available expert, professional advice and assistance from College-wide assets. Defense acquisition executives/Service acquisition executives, system command and product commanders, and program executive office levels have been identified as the nominal customer base.

For consulting assistance, contact the Consulting Division at (703) 805-2308 or DSN 655-2308.

Deliberation Support Division

Mr Jesse Cox
Executive Director

The Deliberation Support Division (DSD) provides innovative acquisition program management deliberation support software and technology to the DOD acquisition community. The Division's role is to improve defense acquisition management through the development and introduction of program management software and group deliberation support capabilities. The Division has developed and distributes the integrated Program Manager's Support System (PMSS) software application and separate Functional Area Software Tools (FASTs). The PMSS was specifically designed for use in DOD program management offices and the program management courses offered at DSMC. The individual FASTs are separate software applications that address specific functional areas (i.e. technical, contracts, logistics, etc.). The Division is also designing and constructing a Management Deliberation Center (MDC) for conducting group work using emerging group technology and software, and will support College internal and external customers.

The PMSS is an integrated decision support system that gives the user the ability to extract and integrate data from all the functional areas of the program management office. Through decision support technology, the PMSS will process program data and integrate results with external influences imposed upon the program based upon the user's experience, judgment and intuition. With the PMSS, the user can assess the impact of program changes across and within all program management functional areas, generate alternative actions, evaluate these alternatives, and make better, more timely decisions.

Functional Area Software Tools are individual software programs used to support specific functional areas of responsibility in program management offices, such as contractor performance measurement, cost estimating, and schedule risk management.

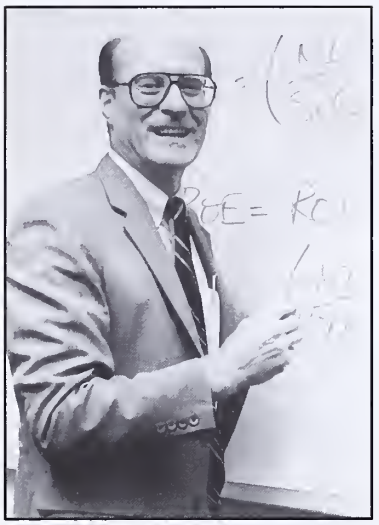
The Acquisition Management Software Distribution Center (AMSWDC) collects, reproduces and distributes software modules developed by the DSD and other DSMC organizational elements. Since 1985, the Center has provided over 48,000 copies to more than 6,000 customers. The AMSWDC also maintains a user helpdesk to assist in the use of the modules.

The MDC provides a problem-solving environment for group decision-making and deliberation of complex program management issues. The MDC provides networked computers and software that enhance access to, and presentation of, information. The MDC objective is to provide group process support to the acquisition community by providing a center in which various methodologies for group deliberation are enhanced with leading-edge technology. Trained facilitators assist groups in dealing with complex issues and select appropriate methodologies and supporting software from the variety available in the MDC.

The MDC operates a temporary facility while a state-of-the-art facility for supporting group work is being designed and built. The MDC customers include senior-level DOD managers, the DSMC Corporate Board, Process Action Teams, and DSMC faculty and staff who provide consultative services to DOD groups.

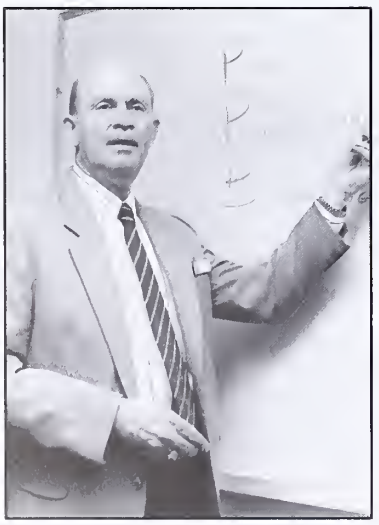
For information on these efforts, contact the Deliberation Support Division at (703) 805-5783 / 2728, DSN 655-5783 / 2728, or Fax (703)805-3856.

Faculty Division



Dr. Ben Rush
Dean of Faculty

Mr. Richard Reed
Associate Dean of Faculty



Mr. Gerald Land
Associate Dean of Faculty

Our objective is to have a highly qualified professional faculty capable of providing world-class education, research and consulting in the various disciplines of acquisition management. Although the majority of the College's professors are assigned to one of the 14 functional departments of the Faculty Division, these professors work closely with the executive directors and professors of the other divisions and with the multiple course directors to accomplish the various missions of the College.

The education mission involves the numerous aspects of delivering any educational course offering to include curriculum development, teaching that curriculum and advising students on a routine basis. Members of the Faculty Division are involved with the majority of course offerings of the College.

Faculty members are also expected to conduct research in areas of interest to the acquisition community, such as topics or projects suggested by DOD acquisition organizations external to DSMC. The faculty also initiates research within their individual specialty areas as part of their professional development activities. Faculty members are encouraged to publish the results of their research efforts in professional and Service journals.

For the consulting mission, a limited number of faculty work long-term, policy-level consulting assignments through the Consulting Division. The faculty also provides consulting assistance to offices involved in system acquisition throughout the government. As part of faculty development and to maintain currency, faculty members are in close liaison with military departments, other educational institutions, industry and business organizations and professional societies.

The College faculty is recruited primarily from long-term acquisition professionals within all the military services, other government agencies and industry. They train as educators early in their tenure at the College through a comprehensive faculty development program that enhances teaching, research and consulting skills. In addition, the faculty is provided professional development opportunities, to include working toward appropriate doctoral degrees, extensive involvement with professional societies, and developmental assignments with non-educational acquisition organizations such as program management offices.

The profile of a typical faculty member within the Faculty Division shows that civilians are an average age of 51 while the military average is 45 years. Most faculty have at least one master's degree and the number with a doctorate continues to increase as a result of an aggressive faculty development plan. Engineering and business management constitute major areas of academic expertise. Extensive systems acquisition experience is reflected by an average of 4.2 years, while the military average is 3.2 years. Most civilian faculty are GS-14 equivalent and most military are at the 0-5 grade level.

The Faculty Division comprises 14 departments and approximately 145 professionals. The departments and their Chairs are listed below, and shown on the right.

A. *Mr. Pete Vollmer*
Acquisition Policy Department
B. *Lt Col Terry Raney, USAF*
Contractor Finance Department
C. *Mr. Chip Summers*
Contract Management Department
D. *Mr. Fred Manzer*
Cost and Schedule Management Department
E. *Mr. Owen Gadeken*
Education Department

F. *Mr. Tim Shannon*
Funds Management Department
G. *CDR Tom Ballew, USN*
Logistics Support Department
H. *Dr. Donald Fujii*
Managerial Development Department
I. *Mr. Bill Motley*
Manufacturing Management Department
J. *Mr. George Noble*
Integrative Program Management Department

K. *Mr. Bill Bahnmaier*
Principles of Program Management Department
L. *Mr. John Snoderly*
Systems Engineering Department
M. *Mr. Sherwin Jacobson*
Software Management Department
N. *Lt Col Larry Damman, USAF*
Test and Evaluation Department

A.

B.

C.

D.

E.

F.

G.

H.

I.

J.

K.

L.

M.

N.

Executive-In-Residence Program

Increased emphasis from Congress, OSD and the Services on increasing the qualifications of our acquisition work force has led to an added emphasis at DSMC on the integrative nature of program management. In addition to the traditional DSMC faculty of highly qualified functional managers, the College needs a number of faculty members with strong multifunctional program management experience at senior levels. In 1991, the Executive-In-Residence (EIR) program was established to address this need. Four recently retired senior officers were hired to teach, mentor faculty and students, conduct advanced research, and provide executive consulting.

These senior managers have applied their experience in five of DSMC's integrative courses, where they counsel, facilitate and advise students on the complex interrelationships in program management and help them make the connection of theory to practice. The EIRs also serve on the Curriculum Advisory Committee, the team-teaching pilot project, the USD(A) Acquisition Integration CIM Project, the DOD Program Management Functional Board, the DSMC Academic Board, and various working groups. They have provided executive-level consulting to numerous program offices and OSD policy groups.

1.

2.

3.

4.

1. *Mr. Frederick Ayer*
   Executive-in-residence

2. *Mr. John Hickok*
   Executive-in-residence

3. *Jesse Stewart*
   Executive-in-residence

4. *Mr. Robert Stryjewski*
   Executive-in-residence

Division of College Operations and Services

Colonel William E. Knight, USA
Dean

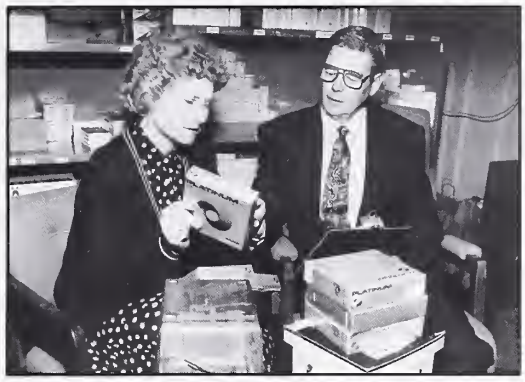
The Division of College Operations and provides quality logistical, operational, administrative and informational services to the College. It is responsible for general day-to-day business management and functional support operations for the College. Major functions include:

- ❒ Financial and manpower planning and management
- ❒ Procurement and contracting for services and material
- ❒ Civilian and military personnel administration support for students, staff and faculty
- ❒ Student admissions and registration processes
- ❒ Protocol assistance to the Commandant, staff, faculty and students
- ❒ Industrial operations support including supply and equipment accountability management
- ❒ Visual information, photography, duplicating, printing, audio, television production and recording, and equipment maintenance in support of the missions and curricula
- ❒ Information, reference and learning resource services for students, staff and faculty
- ❒ Daily operation, upgrade and long-range planning for all buildings and facilities
- ❒ Automation equipment installation and maintenance
- ❒ Computer operation and management of information processing for both classroom and College administration.

The Division manages the annual College budget. The total planning and accounting process is automated on a line-item basis for the budget year, the program year and six planning years.

The Division procures all supplies, furnishings and equipment and contracts for all services, including research studies. Services include equipment rental and maintenance, ADP services, facilities repair and upgrade, contract faculty services, and student and faculty field trip travel and accommodations. Military personnel services and administra-

Mr. Dave Scibetta
Deputy Dean



tive support are provided for Army, Navy, Air Force and Marine Corps personnel assigned to the staff and faculty, and for more than 2,500 students matriculating each year. Civilian personnel administration functions also support staff and faculty.

Each year, the Division coordinates admission, registration, and accreditation records of more than 8,500 students in approximately 255 course offerings at the Fort Belvoir campus and four Regional Centers.

The Division provides assistance and advice to the Commandant, staff, faculty and students regarding protocol for ceremonies, social functions, and visits by distinguished guest lecturers and visitors.

Virtually all instructional materials and visual aids used by the faculty, and all instructional and textual materials issued to students are designed, prepared, and printed by the Division. It provides all graphic and photographic support and layout for the bimonthly *Program Manager,* the *Acquisition Review Quarterly* and for special texts.

The David D. Acker Library provides information and reference services to DSMC students, faculty and staff, and to the systems acquisition management community. An extensive collection of books, newspapers, journals, microfilm and audiovisual aids in the field of management, with special emphasis on defense systems acquisition management is maintained. On-line access to other technical information centers is also available.

A Learning Resource Center (LRC) provides students, staff and faculty the opportunity for individual, self-paced training or refresher work in subjects related to acquisition management and professional development. Tools available include PCs, video and audio playback machines and a growing collection of training packages.

The Division plans and controls space utilization of facilities on campus and plans facilities expansion and upgrading to meet growing requirements.

The Division plans, implements, maintains and manages computer resources and information processing to support the College mission.

The Division maintains liaison with the Office of the Under Secretary of Defense for Acquisition, military departments, federal agencies, civilian academia, corporations and associations of the defense industry in general; also with Fort Belvoir, the Defense Acquisition University and Military District of Washington supporting agencies.

Total quality management is the focus in providing support services to DSMC customers. Focusing on quality support that meets the needs of customer expectation, the Division's vision guides future activities.

Executive Institute

The mission of the Executive Institute is to provide a talent base of senior experienced government and industry executives to the Commandant to serve in a variety of functions, based primarily on their individual backgrounds and organizational affiliations. In general terms, the members (designated as "Chairs" or "Visiting Professors") provide advice and counsel to the Commandant; serve as advisors/mentors to the faculty, staff and students; serve as instructors or facilitators in agreed-upon topics; and support or initiate research and consulting efforts as appropriate. More specific categories and other functions of Executive Institute members include:

SERVICE CHAIRS
(Army, Navy and Air Force)

Service Chairs act as senior liaison between the Commandant and their respective Services, and advise the Commandant and the College on the latest acquisition policies, practices and trends within the Services. This includes the Services' planning and implementation of the Defense Acquisition Workforce Improvement Act (DAWIA). They bring a broad range of practical acquisition and related experience to be used in special tasking by the Commandant or in support of College customers.

Industry Chairs

Industry Chairs provide insight to the Commandant, faculty and students regarding defense industry motivations, concerns and attitudes. Utilizing their accumulated experience, they bring to the College an informed insight into operations and policies of the defense industry. They voice industry positions concerning proposed acquisition policy that has a potentially significant impact on defense industry operations and relationships with the DOD.

POLICY CHAIRS
Chair for Acquisition Personnel Policy

The Chair for Acquisition Personnel Policy provides the Commandant and students with advice on civilian personnel policies, helps implement new and innovative personnel management practices, and represents the College in the development of personnel policy affecting the acquisition work force.

Chair for Systems Management

The Chair for Systems Management provides the Commandant and students with advice and guidance relative to the broad aspects of systems management as they apply to the vision, mission and practices of the College. The Chair consults with senior members of the federal government national and international organizations, industry and academia to enhance the understanding and practice of the systems management philosophy.

Chair for Acquisition Law

The Chair for Acquisition Law provides the Commandant, faculty and students a full range of contractual, financial, logistical, operational and administrative advice on procurement-related matters within DOD. In addition, the Chair provides follow-on support for the Acquisition Law Advisory Panel Reports on Streamlining Defense Acquisition Laws.

Visiting Professors and Professor Emeritus

These Executive Institute members provide to the Commandant a body of expertise to investigate areas of concern in acquisition and to recommend policy or process changes.

A.

B.

C.

Service Chairs

A. *James T. Brown*
Army Chair

B. *Gibson B. LeBoeuf*
Navy Chair

C. *Edward J. Trusela*
Air Force Chair

D.

E.

Industry Chairs

D. *William L. Clark*
James Forrestal Memorial Industry Chair

E. *George K. Krikorian*
John H. Richardson Industry Chair

F.

G.

H.

Policy Chairs

F. *Robert W. Crittenden*
Acquisition Personnel Policy Chair

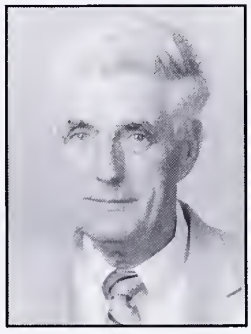
G. *Gregory T. Wierzbicki*
Systems Management Chair

Acquisition Law Chair

H. *Thomas J. Dolan, Jr.*

I.

J.



K.

L.

Visiting Professors

I. *The Honorable John J. Welch, Jr.*

J. *The Honorable Gerald A. Cann*

K. *Dr. Walter B. LaBerge*

L. *Dr. J. Ronald Fox*

M.

Professor Emeritus

M. *J. David Westermann*

Policy Guidance Council

Acting for the Secretary of Defense in governing the College, the Defense Systems Management College (DSMC) Policy Guidance Council was established in September 1970.

The Council: (a) establishes policy, provides guidance and acts as prime jurisdictional agent for the operation and administration of DSMC; (b) approves the admissions policy and curriculum for each new DSMC course; (c) approves the nomination of the DSMC Commandant and the Provost; and (d) approves the nomination of each member of the DSMC Board of Visitors.

The Council meets with the Commandant and his staff to review operations and approve the 5-year plan.

The Policy Guidance Council consists of:

Under Secretary of Defense for Acquisition and Technology (Chairman)

Deputy Under Secretary of Defense for Acquisition Reform

Vice Chairman of the Joint Chiefs of Staff

Assistant Secretary of Defense for Force Management and Personnel

Director, Program Analysis and Evaluation

Department of Defense Comptroller

Director, Acquisition Education, Training and Career Development Policy

Assistant Secretary of the Army for Research, Development and Acquisition

Assistant Secretary of the Navy for Research, Development and Acquisition

Assistant Secretary of the Air Force for Acquisition

Commander of U.S. Army Materiel Command

Commander of Air Force Materiel Command

Director of Defense Logistics Agency

Deputy Chief of Naval Operations for Logistics

Commander of Marine Corps Systems Command

Board of Visitors

The DSMC Board of Visitors provides the Policy Guidance Council and the Commandant with professional and technical counsel on College operation.

The Board examines the organization, management, curricula, methods of instruction, facilities and other aspects of College operation. At least once a year the Board reports to the Policy Guidance Council and the Commandant, setting forth results of the examination and making recommendations for best accomplishing the College mission. The Board comprises representatives from the defense industry, academic community and general business community.

Members are appointed by the Commandant with the approval of the Policy Guidance Council. A member usually serves 2 years.

Business and Industry

Mr. Eric M. Levi
Board Chairman
Consultant
Raytheon Company

Mr. Donley Brady, Esq.
McKiernan, Gurrola, Moriwaki, and Brady

Dr. David DeVries
Senior Fellow
Center for Creative Leadership

Academic

Dr. Stephen R. Davis
Eugene W. Kettering
Professor of Power Engineering
GMI Engineering and Management Institute

Dr. Michael G. Sovereign
Professor of Operations Research
Naval Postgraduate School

Dr. Myron Tribus
Chairman
Community Quality Coalition

Lt Gen Claudius Watts III, USAF (Ret)
President
The Citadel

SEAL OF THE PRESIDENT OF THE UNITED STATES

General Information

The College attempts to achieve a joint-Service balance within each DOD-sponsored course. Participants from other federal agencies and the defense industry are encouraged to attend on an allocated quota basis. On occasion, allied students are permitted to attend DSMC courses.

Reporting and Registering

An information packet is mailed to each student accepted for admission. The packet contains specific reporting and registration instructions and other information necessary to help the student make a smooth transition into the academic environment.

Registration usually takes place at 0800 hours on the first day of class. Early reporting is not authorized.

Transportation

Commercial airlines serve Washington, D.C., through Washington National Airport, a 30-minute drive from Fort Belvoir; Dulles International Airport in the Virginia countryside, a 45-minute drive; and Baltimore-Washington International Airport, halfway between Washington, D.C., and Baltimore, Md. Fort Belvoir can be reached from the north and south by main highways Interstate 95 and U.S. Route 1. There is limited post shuttle and off-post civilian bus transportation available; therefore, you may want a car for travel convenience.

Vehicle Registration

Temporary Fort Belvoir registration is required for those not having valid military or DOD installation decals on their vehicles.

Meals

There are many Post dining opportunities. These include the Fort Belvoir Officers' Club (Engineer Open Mess), a cafeteria on campus serving breakfast and lunch, and other Post cafeterias and snack bars. Government personnel will receive $38 per day for messing. Statements of non-availability for messing will be issued by the last day of class.

Attire

The Commandant authorizes the wearing of civilian attire for all students. Military students are required to wear uniforms when reporting in, during the first week (Program Management Course only), at graduation

At left: General Colin L. Powell, USA Chairman , Joint Chiefs of Staff, at the Vietnam Veterans Memorial on Memorial Day

ceremonies, and at other times designated by the Commandant. Civilians wear business attire on those occasions.

Travel Per Diem and Reimbursement

Funding for travel and per diem expenses is borne by the student's parent organization or agency. All students should visit their local finance and accounting office for a determination of the amount of travel and per diem they will receive and the method of accounting for expenses. Local travel, rental cars and other entitlements must be authorized by the parent organization.

Housing

Government-furnished housing for DSMC students is generally available. The cost for Visiting Officers' Quarters (VOQ) billeting will be $26.50 per day, which is fully reimbursed through per diem payments.

Spouses may stay with students at the additional rate of $5/day (not reimbursable through per diem payments).

Information on housing availability is enclosed in the course information packet sent to each student. If housing will not be available, a list of area motels or short-term-lease apartments will be enclosed. When quarters are not available, the VOQ will issue a Statement of Non-availability for billeting. Industry students are not eligible for government housing and will be provided a list of accommodations.

Late enrollees (or those not receiving the information packet in sufficient time) may determine availability of quarters by calling the VOQ Billeting Office at DSN 655-2333/2307 or (703) 805-2333/2307. Be sure to identify the course to be attended.

Library and Learning Resource Services

The David D. Acker Library provides a quiet space for reading or studying. It contains a collection of books and tapes on acquisition-related subjects. It offers a technical report collection, copies of selected congressional documents, more than 500 periodicals and a collection of general interest, including fiction and current best sellers.

The Learning Resource Center (LRC) provides additional opportunities for individual, self-paced training or refresher work in subjects related to acquisition management and

professional development. Resources range from text, audio and video tapes, computer-based instruction to interactive multimedia. Most training programs are available for use at the LRC or may be checked out for use while attending the College.

Athletics

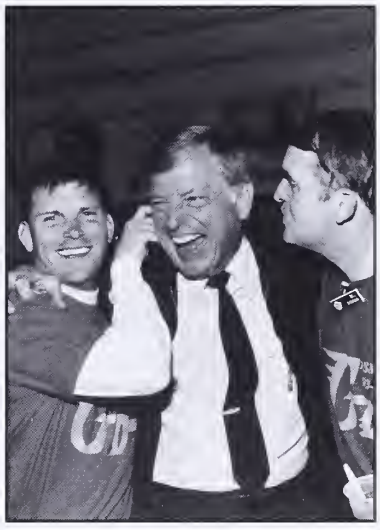
The College encourages student participation in athletic activities as time and schedules permit. The DSMC has excellent in-house facilities and equipment for exercise. Individuals and teams representing students, faculty and staff enjoy golf, tennis, softball, swimming, bowling, basketball, racquetball and jogging.

Activities

The College promotes out-of-class activities to complement the formal academic process. For students of the Program Management Course, the College plans a variety of events that foster student, faculty and staff participation and camaraderie. This creates the environment for personal growth and achievement that should be the hallmark of any educational system.

Mailing Address Example

JOHN E. DOE
DSMC PMC 94 001
9820 BELVOIR ROAD
SUITE G38
FT BELVOIR VA 22060-5565



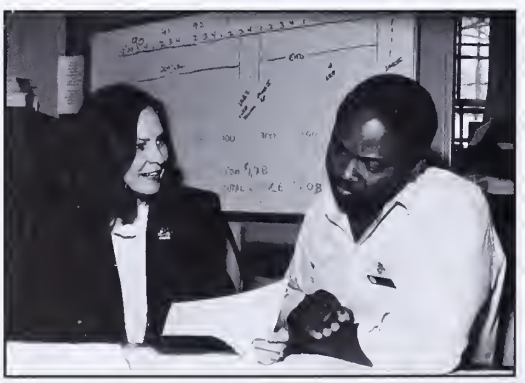
Sources of DSMC Students

As a joint-Service, Department of Defense institution, the DSMC tailors its academic program to the needs of current or future military acquisition managers. At the same time, College emphasis on the concept of program management provides a unique educational opportunity for managers from other federal agencies, defense industry and, in some cases, from allied nations. We encourage attendance by non-DOD personnel and industry. The following paragraphs show the diversity of the DSMC student body.

Companies that have sent employees to DSMC are: AAI Corp.; Advanced Technology, Inc.; Aerojet General Corp.; Allied-Signal Aerospace Co.; ARINC Research Corp.; AT&T Technologies; The Boeing Co.; Computer Sciences Corp.; Cubic Corp.; Defense Information Systems Agency; Eaton Corp.; E-Systems, Inc.; FMC Corp.; Ford Aerospace; GTE Government Systems; General Dynamics Corp.; General Electric Co.; Goodyear Aerospace Corp.; Grumman Aerospace Corp.; Harris Corp.; Hercules Aerospace; Honeywell, Inc.; Hughes Aircraft Co.; IBM Corp.; ITT Avionics; Loral Corp.; LTV Missiles and Electronics; Lockheed Corp.; Martin Marietta Aerospace; McDonnell Douglas Corp.; Newport News Shipbuilding; Northrop Corp.; Olin Corp.; On-Site Inspection Agency; Raytheon Co.; RCA; Rockwell International Corp.; Sikorsky Aircraft; Teledyne Brown Engineering; Texas Instruments, Inc.; UNISYS Corp.; United Technologies; Vought Corp.; and Westinghouse Corp.

In addition to military departments, these government agencies have sent employees to DSMC: Central Intelligence Agency, Defense Communications Agency, Defense Intelligence Agency, Defense Logistics Agency, Defense Mapping Agency, Defense Nuclear Agency, DOD Inspector General, Department of Energy, Department of Transportation, Federal Aviation Administration, General Accounting Office, Goddard Space Flight Center, National Aeronautics and Space Administration, National Security Agency, U.S. Special Operations Command and the Office of the Secretary of Defense.

These foreign nations have sent students to DSMC executive and short courses: Australia, Belgium, Canada, Egypt, Turkey, France, the Federal Republic of Germany, Japan, Republic of South Korea, the Netherlands, Norway, Pakistan, Saudi Arabia, Spain, Sweden, Switzerland, and the United Kingdom.



Alumni Association

The Honorable William J. Perry
Deputy Secretary of Defense

More than 60 DSMC graduates, representing virtually every Program Management Course (PMC), met at the College in October 1983 and established a DSMC Alumni Association. Brigadier General Benjamin J. Pellegrini, USA, Commandant, welcomed the group and expressed the support of DSMC management. Today, with a membership of about 1,000, the Association provides a forum for continuing the professional growth of the defense acquisition management community, and is a source of acquisition management expertise for the College.

The Alumni Association, in conjunction with DSMC faculty and staff, conducts a symposium annually, usually in spring or summer. Discussions of changes in the DOD acquisition process and its management, and major changes and events at the DSMC, are featured. This 3-day event includes presentations by senior DOD and industry officials, panels and workshops. Themes of past symposiums include: "Shortening the Acquisition Cycle"; "The Program Manager Controlling the Controllables"; "A Washington Update"; "Procurement Reform: What Has Happened and What's Ahead?"; "Government/Industry Relationships: Teaming for Success"; and "Learning from Successful Programs." Symposiums provide an opportunity for graduates and faculty to renew acquaintances and update program management and acquisition management skills.

The DSMC graduates are encouraged to join and become active in the Association. Regular membership is open to graduates of the PMC, graduates of one or more short courses, and individuals who are or have previously served in key defense acquisition management and program management positions, as well as present and past faculty and professional staff members assigned to DSMC for at least 24 months.

Persons who have made outstanding contributions in the area of defense acquisition-management or to the DSMC may be elected honorary members. Current and past College Commandants are honorary members.

A quarterly newsletter is published by the association to keep the membership informed of happenings in the defense systems acquisition management field, special events of interest to members, and planned member activities.

The David D. Acker "Skill in Communication Award" has been established by the Alumni Association to be given to outstanding individuals in recognition of their exceptional speaking, writing or teaching skills.

For further information contact:

The DSMC Alumni Association
7731 Tuckerman Lane
Suite 131
Potomac, MD 20854 (301) 309-9125

Mr. Edward Robinson
President, Alumni Association

The Academic Program

The environment of defense system acquisition is an ever-changing mosaic of requirements, budgetary constraints, technological capabilities and political/strategic considerations. Preparing a manager to work effectively within this environment requires a dynamic educational program that blends abstract concepts with real-world experience. The courses offered by DSMC are designed to respond to this need. They are intended to introduce the student to the world of systems acquisition and prepare him or her to function effectively within it. The content of each course and subcourse is continuously monitored and altered, when necessary, to reflect changing real-world conditions. Additionally, new short courses are developed in answer to needs of a specific management group, or in response to requests of other government agencies.

Courses are conducted by a civilian and military faculty, whose efforts are complemented by guest lecturers from government, industry and academic communities. The College non-attribution policy is designed to encourage guest lecturers to take part in open, candid discussions with students. Such interaction enhances the real-world flavor of the DSMC experience.

The following pages list courses to be offered by the College during 1994. This listing is tentative, as the College administration believes that flexibility is the key to efficiency in acquisition education. For more specific information about courses and schedules, call the Registrar at (703) 805-2227 or 805-2850; DSN 655-2227 or 655-2850.

Regional Centers

The Regional Centers are a vital extension of the main campus and are located at major acquisition management centers as shown on the map of the United States.

The Regional Centers offer the following short courses:

- ❒ Contract Management for Program Managers Course
- ❒ Contractor Finance for Acquisition Managers Course
- ❒ Contractor Performance Measurement Course
- ❒ Fundamentals of Systems Acquisition Management Course
- ❒ Intermediate Systems Acquisition Course
- ❒ Introduction to Software Management Acquisition Course
- ❒ Management of Acquisition Logistics Course
- ❒ Multinational Program Management Course
- ❒ Selected Acquisition Report Course
- ❒ Systems Acquisition Funds Management Course
- ❒ Systems Engineering Management Course
- ❒ Test and Evaluation Management Course

The Regional Directors have practical and teaching experience in the program management life cycle from concept exploration/definition phase through the entire program management life cycle culminating in production, deployment, operations and support. They are available and can provide consulting services for their customers.

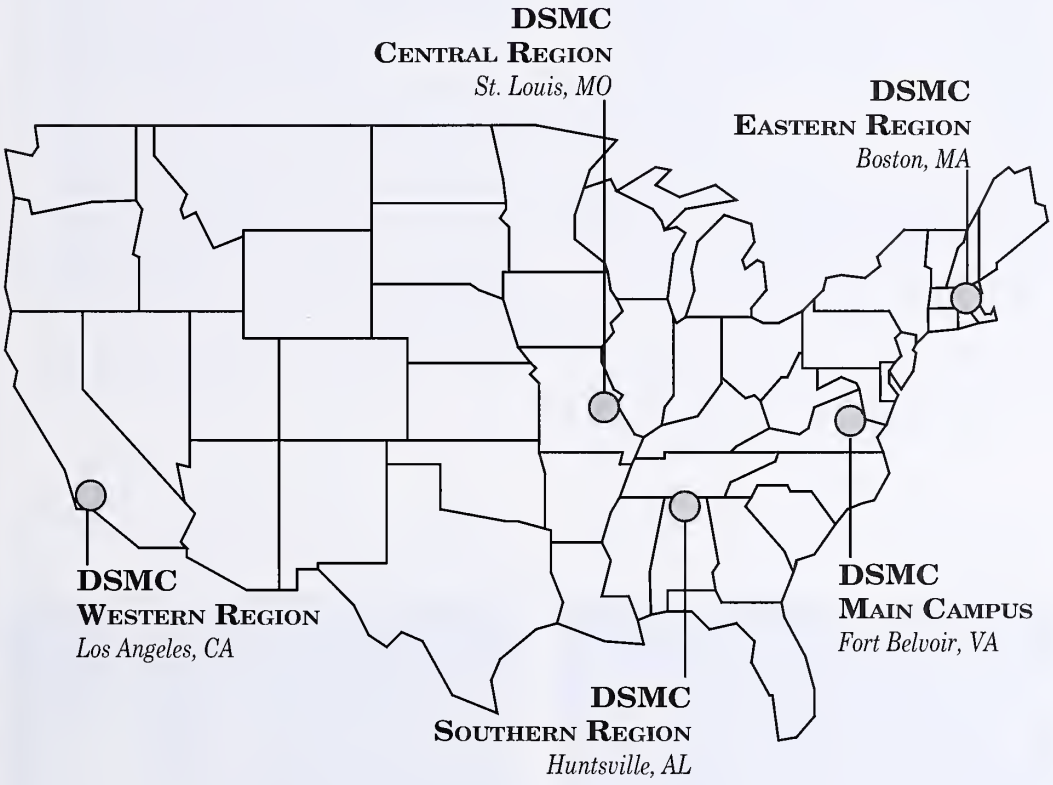
The Regional Directors offer special seminars and presentations to the acquisition community. They are an excellent source of information on mandatory training as specified by *DoD Career Development Program for Acquisition Personnel* (DoD 5000.52M) and as described in the Defense Acquisition University (DAU) Catalog.

Dr. Julius Hein
Director
DSMC Central Region

Mrs. Patty Predith
Assistant
DSMC Central Region

Mr. Richard A. Stillman
Director
DSMC Eastern Region

Ms. Tina Callahan
Assistant
DSMC Eastern Region



DSMC CENTRAL REGION
4300 Goodfellow Blvd.
Building 104F, First Floor
St. Louis, MO 63120-1798
DSN 693-1142/1504
(314) 263-1142/1504
Fax (314) 263-1719

DSMC EASTERN REGION
29 Channault Street
Hanscom AFB, MA 01731-1706
DSN 478-3583/3593
(617) 377-3583/3593
Fax (617) 377-7090

DSMC WESTERN REGION
2430 E. El Segundo Blvd.
Building 130 Room 2121
El Segundo, CA 90245
DSN 833-1159/1219
(310) 363-1159/1219
Fax (310) 363-5992

DSMC SOUTHERN REGION
USA MICOM
Building 7446-B
Redstone Arsenal, AL 35898-5070
DSN 746-2730/2753
(205) 876-2730/2753
Fax (205) 876-2753

Mr. Gerald J. Chasko
Director
DSMC Western Region

Ms. Rose Murphy-Mathis
Assistant
DSMC Western Region

Dr. Jay C. Billings
Director
DSMC Southern Region

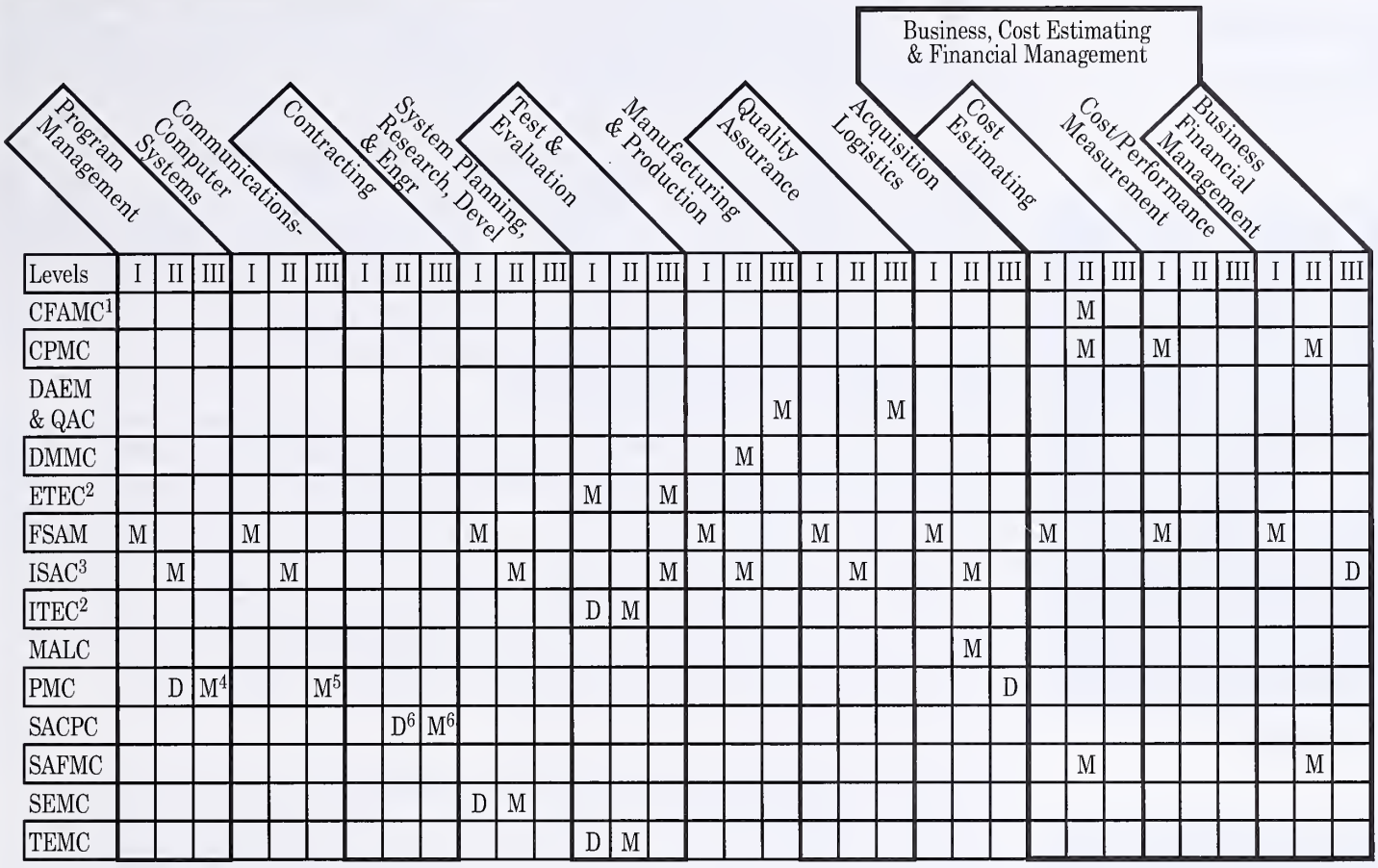
Ms. Doreen Jurgielewicz
Assistant
DSMC Southern Region

Acquisition Career Development Program IAW DoD 5000.52M

In response to the Defense Acquisition Workforce Improvement Act (DAWIA), the Under Secretary of Defense for Acquisition and Technology published DoDD 5000.52 (25 October 1991) and DoD 5000.52M (15 November 1991) to establish career development procedures for the DOD Acquisition Corps. The DoD 5000.52M describes in detail the assignments, experience, education and training requirements necessary to obtain certification at each of three levels for twelve acquisition career fields.

The Table opposite lists 14 DSMC courses that satisfy mandatory or desired training requirements for certification at various levels of 11 of the 12 acquisition career fields. For these courses, priority will be given to acquisition work force members who are pursuing certification in one of the 11 acquisition career fields and meet appropriate certification level requirements (e.g., attendance at a Level III course presumes the student meets all requirements for, and is certified at, Level II in that career field.) A description of these courses begins on page 50.

Mandatory DSMC Courses



Levels	Program Management			Computer Systems Communications-			Contracting			System Planning, Research, Devel & Engr			Test & Evaluation			Manufacturing & Production			Quality Assurance			Acquisition Logistics			Cost Estimating			Cost/Performance Measurement			Business Financial Management			Business, Cost Estimating & Financial Management		
	I	II	III	I	II	III	I	II	III	I	II	III	I	II	III	I	II	III	I	II	III	I	II	III	I	II	III	I	II	III	I	II	III	I	II	III
CFAMC[1]																										M										
CPMC																										M		M				M				
DAEM & QAC																				M			M													
DMMC																			M																	
ETEC[2]																M		M																			
FSAM	M			M						M									M			M			M			M			M			M			
ISAC[3]		M			M						M							M		M			M			M										D
ITEC[2]																D	M																			
MALC																									M											
PMC		D	M[4]			M[5]																					D										
SACPC								D[6]	M[6]																												
SAFMC																										M										
SEMC										D	M																									
TEMC																D	M																			

M = Mandatory D = Desired

Legend

CFAMC	Contractor Finance for Acquisition Managers Course
CPMC	Contractor Performance Measurement Course
DAEM&QAC	Defense Acquisition Engineering, Manufacturing and Quality Assurance Course
DMMC	Defense Manufacturing Management Course
ETEC	Executive Test and Evaluation Course
FSAM	Fundamentals of Systems Acquisition Management Course
ISAC	Intermediate Systems Acquisition Course
ITEC	Intermediate Test and Evaluation Course
MALC	Management of Acquisition Logistics Course
PMC	Program Management Course
SACPC	Systems Acquisition for Contracting Personnel Course
SAFMC	Systems Acquisition Funds Management Course
SEMC	Systems Engineering Management Course
TEMC	Test and Evaluation Management Course

Footnotes

1 CFAMC was formerly named CFPMC (Contractor Finance for Program Managers). The course will be mandatory in FY 1995.

2 ETEC and ITEC are new courses under development by DSMC. Pilot offerings expected by 4Q FY 1994.

3 ISAC was formerly named ABC (Acquisition Basics Course).

4 PMC is mandatory only for PEOs, PMs and Deputy PMs for major defense acquisition programs and significant non-major defense acquisition programs. It is desired for Level III certification for all others in this career field.

5 PMC is mandatory only for PMs and Deputy PMs for ACAT I and II acquisition programs. It is desired for Level III certification for all others in this career field.

6 SACPC is desired/mandatory only for military and civilians working on a major system or devoting 50 percent of their time to a major system.

Continuing Education

Additional educational opportunities are available through the DSMC Continuing Education Program. The courses/workshops described below are especially designed to meet individual and organizational unique education or issue requirements.

Defense System Acquisition Management (DSAM) Course

Mr. Gary Hagan
Course Director

The DSAM course is designed for defense industry program managers and mid-management level personnel from industry who desire a thorough introduction to the policies and procedures unique to the management of defense acquisition programs. The DSAM course objective is to provide industry students with a better understanding of the acquisition management environment of their government counterparts.

The DSAM course is sponsored by the American Defense Preparedness Association (ADPA) and taught and administered jointly by DSMC and the School of Business Administration, University of Southern California. Lecture and discussion is augmented by a series of case studies, and by executive-level guest speakers from government, industry and academia.

The course may be offered up to four times a year, depending on demand; course dates are advertised by ADPA. The course is open to a limited number of military officers in grades O-5 and above and government civilians in grades GS-14 and above.

For information call:
(703) 805-2867 / DSN 655-2867

Total Quality Management Workshop (TQMW)

Mr. Damond Osterhus
Course Director

The TQMW provides senior leadership and their staffs insight into quality-oriented leadership and management concepts. It also provides a means to address issues facing the organization.

Workshops are done at the request of an organization commander, usually a general/flag officer or a member of the Senior Executive Service (SES). Each workshop is tailored to the needs and expectations of the requestor. Preworkshop exercises may be included. Normally, 45-60 days before each workshop, a member of the DSMC Total Quality Management Workshop team visits the requestor to discuss the workshop purpose, content, timing and location.

By-request workshops focus on improving participants' understanding of quality-oriented leadership and management concepts, and commonly are used to address specific organization issues. Guest speakers and facilitators augment the DSMC Total Quality Management Workshop team. Normally, a workshop is conducted at the requestor's facility or suitable off-site location.

By-request workshops are available to general/flag officers, SES and commanders/heads of DOD organizations. Requests from colonels/captains, commanders/heads of DOD organizations, and other federal agencies will be considered. However, acceptance will be subject to resource availability. Priority for workshops is given to the acquisition community.

Department of Defense requestors are responsible for funding all material, speakers and travel costs. Non-DOD requestors must also fund personnel costs.

The workshops can be requested in writing or by telephone. Send requests to, or call the Workshop Director at:

DSMC
Attn: FD-MM Damond Osterhus
9820 Belvoir Road
Suite G38
Ft. Belvoir, VA 22060-5565

Commercial: (703) 805-2612
DSN: 655-2612
Fax: (703) 805-3709

Technical Managers Advanced Workshop (TMAW)

The TMAW is a course for senior managers. Each workshop focuses on an issue of defense acquisition policy. Workshop participants contribute their knowledge and ideas, and use their skills to address problems. They explore, identify and evaluate potential opportunities for changes to improve the efficiency and effectiveness of the acquisition process. Workshops are round-table seminars, which use methodologies specifically designed for group activities.

Results of the workshops are provided to senior defense officials and to target audiences in government and industry. Generally, workshops will be sponsored by a government agency having particular interest in the outcomes. Results of workshops of particular utility are published as TMAW reports.

Recent workshop subjects and their sponsors were:

- ❒ Acquisition Process Redesign. Workshop results were provided to the Section 800 Congressional Advisory Panel
- ❒ Cultural Problems in Acquisition. Results were provided to industry and major defense commands
- ❒ Potential Joint U.S. - Russian Aerospace Cooperative Activities. Results were provided to Air Force Space Command and Russian Academy of Sciences
- ❒ Industrial Base Issues (a series of three workshops). Results were provided to FEMA/IDA, ARPA and the Special Panel on Affordable Aircraft Acquisition.

The TMAW participants are drawn from government, industry and the Services; the DSMC faculty may participate when their particular knowledge is essential to the workshop subject matter. This 1-week workshop is held on the DSMC campus, at College regional facilities, and other locations as required by sponsors or dictated by other circumstances.

All workshop discussions are strictly "non-attribution" to permit the widest possible exploration of issues.

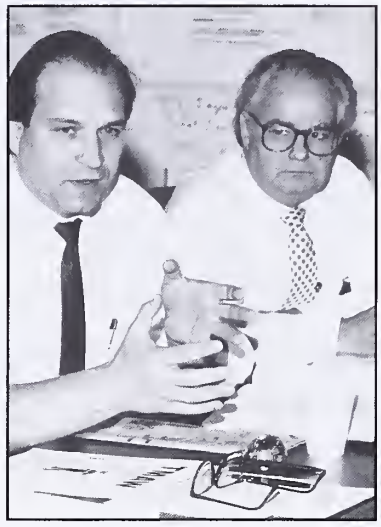
Workshops generally consist of 15 or fewer participants. All participants report at the workshop facility on Monday morning at 0800 and receive orientation information in the morning session. Participants work as a group from Monday afternoon through Friday morning. The workshop concludes after lunch on Friday. Prior to that time, participants are provided with the group product and drafts of the substance planned for the preliminary TMAW report. Final reports are issued after all participants have had an opportunity to comment on the workshop results and suggest changes to the draft report.

Course Eligibility

The TMAW is for government (DOD and other agencies) and industry senior managers with advanced skills and experience and military officers of rank O-5 and above. Civilian personnel at the GS/GM-14 level or higher, and industry senior managers are usually selected by their bureaus, commands or companies, based on the subject matter to be addressed. Individuals interested in attending a TMAW should call the Workshop Director at (703) 805-3464 for workshop subject matter and dates.

Schedule

13-17 Dec 93	*Fort Belvoir*	*94-1*
28 Mar-01 Apr 94	*Fort Belvoir*	*94-2*
15-19 Aug 94	*Fort Belvoir*	*94-3*
19-23 Sep 94	*Fort Belvoir*	*94-4*



Mr. Henry Alberts
Workshop Director

How to Apply

If You Are	And Want to Attend	Contact	Phone
Army General Officer or Senior Executive Service	Systems Acquisition Management for General and Flag Officers	MAJ Joe Pedone OCSA, General Officer Management Office The Pentagon, Rm 2E749 Washington, DC 20310-0200	DSN 227-7031 Com 703-697-7031 Fax 703-614-4256
Army Military	Program Management Course	Mr. Rick Yager PERSCOM (TAPC-OPB-E) 200 Stovall Street Alexandria, VA 22332-0411	DSN 221-3127 Com 703-325-3127 Fax 703-325-8111
Army Military or Civilian	Any Other DSMC Course	Ms. LaVerne Jones HQDA (SARDA-AC) 9900 Belvoir Road Suite 101 Fort Belvoir, VA 22060-5677	DSN 655-4042 Com 703-805-4042 Fax 703-805-4163
Navy Military or Civilian	Program Management Course	CDR Duane Covert Navy Department Bureau of Naval Personnel (PERS2MM1) Arlington Annex, Rm 1839 Washington, DC 20370-5000	DSN 223-2344 Com 703-693-2344 Fax 703-614-1189
Navy Military or Civilian	Any Other Mandatory Course	Mr. Dan Diviney Naval Technical Training Support Group Navy Career Management Center P.O. Box 2033 Mechanicsburg, PA 17055-0784	DSN 430-2388 Com 717-790-2388 Fax 717-790-4675
Navy Military or Civilian	Any Non-Mandatory Course	Mr. Alex Lathers Department of the Navy ATTN: Human Resources Office/Code 61 1921 Jefferson Davis Hwy Arlington, VA 22241-5363	DSN 327-1680/1/2 Com 703-607-1680/1/2 Fax 703-607-2810
Marine Military or Civilian	Any DSMC Course	Mrs. Susan Moriarty ATTN: Acquisition Workforce Management Directorate/ Code AP Quantico, VA 22131-5080	DSN 278-4261/4456 Com 703-640-4261 Fax 703-640-4397

If You Are	And Want to Attend	Contact	Phone
Air Force General Officer or Senior Executive Service	Systems Acquisition Management for General and Flag Officers	CAPT Peggy Poore USAF General Officer Group ATTN: USAF-DPG, Rm 4E212 1040 Air Force Pentagon Washington, DC 20330-1040	DSN 224-4676 Com 703-614-4676 Fax 703-697-5292
Air Force Military or Civilian	Program Management Course	MSgt Stephen Thompson AFPEO/CM The Pentagon, Rm 4E349 1060 Air Force Pentagon Washington, DC 20330-1060	DSN 224-9446 Com 703-614-9446 Fax 703-697-3881
Air Force Military or Civilian	Any Other Mandatory Course	Mr. Robert Jasso Air Force Civilian Personnel Management Center ACE Office 555 E Street West, Suite 1 Randolph AFB, TX 78150-4530	DSN 487-6560/6580 Com 210-652-6560/6580 Fax 210-652-2445
Air Force Military or Civilian	Any Non-Mandatory Course	Mr. David Winter 2d Air Force/DOP 721 Hangar Road, Bldg 2804 Suite 103 Keesler AFB, MS 39534-2804	DSN 597-1329 Com 601-377-1329 Fax 601-377-1210
DOD Components (Outside Service Departments)	Any Mandatory Course	Ms. Cindy Skulskie Office of Director of Acquisition Career Management DLA Administration Support Center Building 5, Door 10 Cameron Station Alexandria, VA 22304-6130	DSN 667-7026 Com 703-617-7026 Fax 703-617-0189
Defense Industry (a Member of Council of Defense and Space Industry Associations)	Any DSMC Course	Mrs. Ruth Franklin Council of Defense and Space Industry Associations 1250 Eye Street, N.W. Suite 1100 Washington, DC 20005	Com 202-371-8414 Fax 202-371-8470
Other Industry or Defense Agencies	Any DSMC Course	Office of the Registrar Defense Systems Management College 9820 Belvoir Road, Suite G38 Fort Belvoir, VA 22060-5565	DSN 655-2227 Com 703-805-2227 Fax 703-805-3709

Program Management Course

[PMT 301]

Schedule

24 Jan-10 Jun 94	*Fort Belvoir*	*94-001*
25 Jul-09 Dec 94	*Fort Belvoir*	*94-002*

Lt Col Matt Gillis, USAF
Course Director

The 20-week PMC provides a professional education in effective defense systems acquisition management for selected mid-career military officers and civilians assigned to a defense systems acquisition management career field. Enrollment is targeted at promising candidates for senior positions in program management later in their careers who now hold, or are selected to hold, intermediate management positions in program offices, functional offices supporting program offices, or higher-echelon offices supervising program management.

The curricula give students an opportunity to develop a broad knowledge and understanding of defense systems acquisition management through (1) education in functional areas necessary for effective operation of a program office; (2) management simulation exercises involving principal events and considerations encountered throughout the life cycle of a defense systems acquisition program; (3) case studies featuring lessons learned from real-life programs; (4) interaction with current program managers; and (5) analyses of current Office of the Secretary of Defense and Service policies and strategies in defense systems acquisition management, augmented by presentations from senior officials.

The PMC experience is an example of a whole being greater than the sum of the parts. The PMC integrates, or sums up, functional knowledge with several educational processes to help each student achieve core curricula and individualized learning needs. The PMC provides broad knowledge and acquisition management perspective. Students develop process skills and competencies for effective program management in parallel with improving their acquisition knowledge. Experienced faculty, guest lecturers and fellow students probe "best practices," while covering pitfalls and challenges of lessons learned.

Individual Learning Program

The individual learning program is designed for students to tailor individual learning needs. Students assess their needs and develop plans to acquire that knowledge or skill in elective classes and in self-study, using resources like the DSMC library, learning center, faculty, other students or local experts.

Industry Program

Understanding the industry perspective is a major PMC objective. Industry students and guest lecturers aid in this understanding, but the key element is study of a particular defense program and company by student groups. They prepare by analyzing program documentation, meeting DOD and industry program managers, and participating in a field trip to the contractor's plant. Interaction of industry employees and students fosters an understanding of production requirements, management issues, and a realization of the vital role a company plays in fielding a major weapon system.

While DOD students visit a corporation; industry students participate in a field trip to operational DOD activities. They see equipment in operation and become more familiar with operational user environment and problems.

Capitol Hill Program

To prepare students to understand how the Congress perceives the complex world of program management, students study congressional operation and take a one-day field trip to Capitol Hill. They visit one or more congressional committees, congressmen and staff members responsible for national defense legislation. Additionally, a three-day elective

is offered on Capitol Hill for students with current or follow-on assignments with regular congressional interaction.

Program Management Decision Briefing (PMDB)

The PMDB is an independent exercise drawing on functional classwork and making use of scenarios, case studies and professional experience. Students complete the PMDB requirement by identifying an important management issue, analyzing and evaluating the situation that affects the issue, developing viable alternative solutions and recommending the best approach to the problem. The exercise culminates with student presentation of a cohesive briefing designed to elicit a decision from higher authority.

Functional Disciplines

Program management is a multidisciplinary challenge of orchestrating or leading and coordinating efforts of specialty managers. Functional discipline faculty provide a portion of the curricula in the PMC, enabling the student to better understand problems, speak the defense acquisition language, and lead functionally focused efforts. These are taught to a program manager's perspective to provide generalist-level program management competency. Interrelationships of disciplines are key to effective program management and these interrelationships are cause for frequent discussion among students and faculty. The PMC process of integrative guest speakers, cases and simulations serves to help students learn to manage in a multidisciplined environment. A brief description of the functional disciplines follows.

Defense Acquisition Policy

Provides an understanding of the basic systems life-cycle management structure and the policies that influence that structure. Explores the decision-making process from OSD through the Service headquarters to the program office. Places emphasis on the development of a program acquisition strategy. This includes the role of the Congress, organizational interfaces and practices, and DOD policies and procedures for the development and acquisition of weapons systems.

Principles of Program Management

Discusses the basic concept of program management and the rationale supporting its application to defense systems acquisition. Addresses major issues and problems stemming from the use of program management techniques to integrate activities of management teams. Examines how a program office is organized and explores sources of a program manager's authority. Presents meth-

ods to apply specific management tools to control and evaluate progress, and provides students exposure to different and supporting procedures used when a program is involved in a multiservice or multinational environment.

Contractor Financial Management

Highlights key issues and concepts of the contractor's financial management system. Emphasis is on understanding financial motivations and constraints of the defense contractor. Subjects include financial and cost accounting, financial planning and analysis, working capital management, long-term financing, and capital investment with specific concentration on areas unique to defense contractors.

Cost and Schedule Control

Provides a basic understanding of cost performance measurement on major DOD system acquisition contracts, to include use of the Cost/Schedule Control Systems Criteria to evaluate contractor management control systems. Introduces cost management reports available to the program office, how to analyze data to assess current contract performance status, and how to forecast performance trends and the estimated cost at completion. Places emphasis on integrating these techniques and resulting information with other management tools and data available to the program manager.

Contract Management

Examines the contracting process from the program manager's perspective. Provides information on contracting policy and regulations in addition to emphasizing real-world interaction among the program manager, the contracting officer and the contract administration office. Addresses all phases of the contracting process including acquisition planning.

Government Funds Management

Explains federal and DOD funding policies and processes. Includes financial management functions and responsibilities in cost estimating, budget formulation and execution, program planning and budgeting systems and financial management accountability.

Integrated Logistics Support Management

Emphasizes the need to identify the required support and to influence design in the early program phases, and to design and verify an integrated logistics support system concurrently with the development of the system hardware and software. Studies the critical

elements of integrated logistics support (ILS). Addresses life-cycle cost, highlighting the need to make trade-offs and decisions based on a life-cycle view of a system.

Systems Engineering Management

Explains and integrates fundamental concepts that are the basis for definition, design, development, production, test and logistics support processes. This conceptual framework is based upon a critical review of mission requirements and their translation into technical specifications for equipment, software, facilities, data and trained personnel. The systems engineering process includes an iterative series of rational trade-offs among performance, life-cycle cost, risk, producibility, supportability, testability and engineering specialty requirements. Systems engineering management integrates and controls all aspects of the technical program and provides the framework to prioritize and balance conflicting requirements.

Software Management

Introduces the software management principles for the development of Mission Critical Computer Resources (MCCR). The objective is to address the magnitude and impact of computer resources on modern weapon systems and to provide some of the software management tools required by the program office.

Manufacturing Management

Introduces the concepts and tools needed to plan for and deliver uniform, defect-free hardware. Major topics covered are planning for production, influencing the design process, transitioning from development to production, and execution of the production plan. Producibility, variability reduction, concurrent engineering, process control and production readiness are covered in detail. The course of instruction concludes with an integrated review allowing the student to outline the characteristics of a successful manufacturer. Government and industry viewpoints are considered.

Test and Evaluation Management

Covers the role of development, operational and production acceptance testing in reducing program risk. Addresses the purpose and content of the test and evaluation master plan and the role of the program office and independent test organizations in the initiation and conduct of test programs.

International Program Management

Introduces international issues facing a program manager in DOD acquisition. Covers specific objectives to consider in the international environment. Students desiring more instruction in this subject are encouraged to pursue individual learning or electives, or to subsequently enroll in the Multinational Program Management Course.

Managerial Development

Offers strategies for effective management of the internal organizational environment and addresses situations created by the external environment. Builds on a dual foundation, an exploration of individual similarities and differences, and a discussion of the basic communication skills. Assesses student values, talents and preferences. The objective is to improve interpersonal relationships through increased understanding and appreciation of how people differ. Deals with improving leadership and managerial skills by addressing potential improvements in the student's ability to work with and through others.

Experiential Learning

Using an educational process of "learning by doing," the PMC devotes a significant number of hours to integrated subjects and student-led acquisition management exercises.

Integrated Subjects

Covers multiple functional areas, building on functional lectures and emphasizing events after Milestone II. These blocks help a student comprehend principles, improve application skills and support preparation for participation in simulation exercises.

Student Led Acquisition Management Exercises

Provides a powerful experiential learning process for students to integrate functional knowledge. Students are challenged to develop managerial competencies such as proactive inquiry skill, coordinating competing alternative positions, decisions skills and leading complex efforts. The exercises require that students plan and manage a complex major acquisition development.

Course Eligibility

The PMC is generally restricted to military officers in grades O-3 through O-6, DOD civilians in grades GS-12 through GS-15, and industry personnel identified by their companies as candidates for senior management positions. In addition to meeting grade requirements, attendees must be in one of the following categories:

- ❒ DOD program management personnel identified by their Service as promising candidates for senior positions in program management
- ❒ People in program management and identified as candidates for senior positions within other federal agencies
- ❒ People in program management and identified by their company within the defense industry as candidates for senior positions.

Nominees must hold at least a bachelor's degree. The majority of PMC students hold graduate degrees and have academic backgrounds or work experience in engineering and management. A secret security clearance is required.

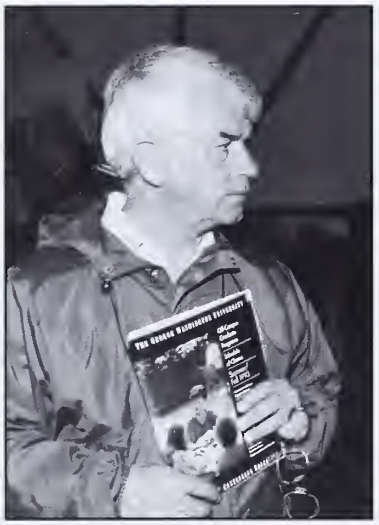
Requests for exceptions to the above requirements will be reviewed and ruled upon by the DSMC Admissions Committee.

This is a mandatory Level III course for individuals assigned to a position as a PEO, program manager (PM), or deputy PM of a major defense acquisition program or a significant non-major defense acquisition program (DOD 5000.52.52M).

For information call:
(703) 805-2227 or DSN 655-2227

Graduate-Level Credit

Graduate-level credit for successful completion of the Program Management Course can be applied to specific degree programs at the following area universities:



Institution	Number of Credits
Catholic University Department of Civil Engineering Master in Engineering Management	9 semester hours
George Washington University Department of Engineering Management Master of Engineering Management Master of Science in Information Management	9 semester hours
University of Maryland University College Master of Science in Engineering Management	6 semester hours
Strayer College Master of Science in Business Administration	13.5 quarter hours
George Mason University Master of Arts in Interdisciplinary Studies	9 semester hours
Webster University Master of Management Master of Procurement and Acquisition Management	9 term hours

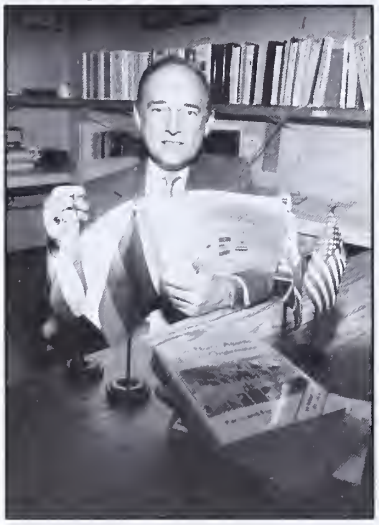
Institution	Number of Credits
University of Southern California School of Public Administration Washington Public Affairs Center Master of Public Administration in Program Management Doctor of Public Administration	8 semester hours
Florida Institute of Technology Florida Institute of Technology Center Master of Science in Contract and Acquisition Management Master of Business Administration Master of Science in Management Master of Science in Systems Management Master of Science in Material Acquisition Management	12 quarter hours
Marymount University Master of Business Administration	9 semester hours
Central Michigan University Merrifield Center Master of Science in Administration	9 semester hours
Capitol College Graduate School of Systems Management Master of Science in Systems Management	9 semester hours

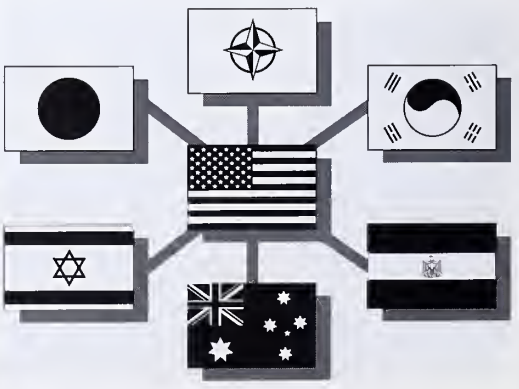
Advanced International Management Workshop

This is a 1-week workshop in international negotiation and international acquisition management. The overall objective of the AIMW is to reinforce and advance the principles of collective defense through armaments cooperation, and to present a balanced viewpoint of attendant topics. Attendees will develop basic skills in, and gain a knowledge and appreciation of, problems and issues associated with international negotiation of cooperative defense agreements (emphasis on international agreement/memoranda of understanding). Specific topics will include preparation for negotiations, authority to negotiate and conclude, DOD policies and experiences, and negotiation issues. The role of the Congress and the Department of Commerce will be explored.

Attendees also will gain a knowledge and appreciation of international acquisition management to include key factors for identification, design, implementation and management of a successful program.

Mr. Richard Kwatnoski
Workshop Director





Course Eligibility

The workshop is open to mid-level military officers of rank O-4 and above, DOD civilians GS-13 and above, and industry equivalents. The workshop is targeted to those currently in, or entering, positions of responsibility in international or potentially international programs, ranging from simple Data Exchange Agreements to complex cooperative development/production and support programs.

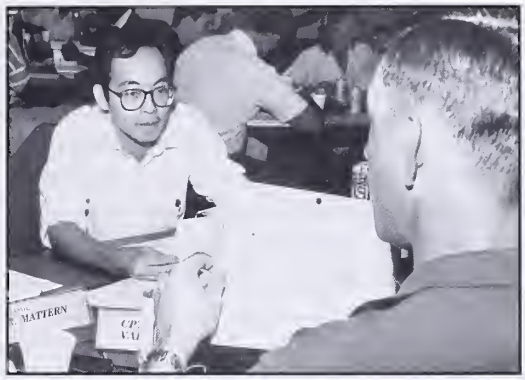
As this is an advanced-level workshop, attendees should have a basic understanding of U.S. domestic and international defense acquisition.

Schedule

18-22 Apr 94	*Fort Belvoir*	*94-1*
26-30 Sep 94	*Fort Belvoir*	*94-2*

For information call:
(703) 805-2146 / DSN: 655-2146

Contract Management for Program Managers Course



The DOD generally relies on the private sector to provide goods and services. The bridge between government and industry to effect this transfer is the contract; therefore, an understanding of the contracting process is vital, especially for those involved in program management. This comprehensive 1-week course is designed to provide:

- An appreciation for roles and relationships among government and industry organizations that participate in and affect acquisition of systems and services
- An understanding of statutory and regulatory framework underpinning the DOD procurement process
- A working knowledge of activities that must be performed in contract management
- A forum to discuss current issues affecting procurement process.

The course examines all phases of the contracting process from acquisition planning through contract closeout with emphasis on interactions directly impacting the program manager. It concentrates on key activities required to award and administer a government contract. Included are program manager/contracting officer relationships, acquisition planning, contract types and methods, socioeconomic considerations, competition requirements, request for proposal preparation, source selection, contract modifications, special contract clauses, contract administration, data rights, disputes procedures, terminations and protests.

Lecture-discussions are punctuated with three program management case studies to reinforce student learning; additionally, guest lectures by practicing professionals from government and industry provide insights into current issues and problems.

Course Eligibility

This course is designed primarily for DOD personnel (technical or other non-contracting background) working in a program office or office supporting a program manager. Others who interface with industry will also benefit from an understanding of the issues presented. Military personnel of rank O-2 and above and DOD civilians GS-9 and above are the intended audience. Individuals with similar positions in other federal agencies or the defense industry are invited to attend.

Schedule

01-05 Nov 93	*Huntsville*	*94-1R*
10-14 Jan 94	*Los Angeles*	*94-2R*
09-13 May 94	*St. Louis*	*94-3R*
20-24 Jun 94	*Fort Belvoir*	*94-4*
01-05 Aug 94	*Boston*	*94-5R*

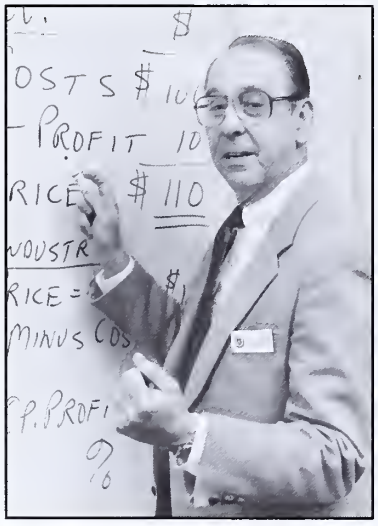
For information call:
(703) 805-2850 / DSN: 655-2850

Mr. Frank Meneely
Course Director

Contractor Finance for Acquisition Managers Course

(formerly Contractor Finance for Program Managers Course)

Mr. Gary Richard
Course Director



The CFAMC is a comprehensive, 1-week course designed to provide an overall understanding of defense contractor financial motivations and constraints, and an appreciation for how they affect management of defense systems acquisition programs. A government finding indicates, "A lack of understanding of corporate financial health and motivation is a significant contributor to major problems on some programs, leading up to and including program cancellation." Having the correct DOD personnel attend this course will help alleviate these sorts of problems. The curricula include the following:

- ❒ A discussion of the interrelationships among the contractors' costing procedures and the financial and managerial accounting systems
- ❒ An analysis of cost principles and indirect cost management in DOD contracts
- ❒ The contractor's perspective on planning and control in business management
- ❒ A discussion of the environment in which industry prepares and DOD personnel evaluate cost proposals.

This course has been structured to achieve a balanced presentation of financial/costing issues affecting the day-to-day working relationship between government and industry.

Students learn to recognize financial management issues and learn the vocabulary and concepts necessary to discuss these issues with the defense contractor community. This increases the likelihood that attendees can identify financial problems before these problems adversely impact a program.

Course content includes most of the elements found in courses such as the American Management Association "Finance for Non-Financial Managers Course." These courses are aimed at general commercial industries. In contrast, CFAMC concentrates on the defense industry and includes the special financial regulations the government requires in the Federal Acquisition Regulations and the Cost Accounting Standards. This makes it uniquely applicable to general and functional managers in all government organizations with an interest in the systems acquisition process.

Course Eligibility

Attendance is open to DOD personnel involved in establishing acquisition requirements and managing defense acquisition efforts. Anyone involved in the systems acquisition process who interfaces with contractors or deals with contractor financial data (program office personnel, DCMC personnel, auditors, source selection teams and acquisition headquarters personnel) will benefit substantially from attending. Military personnel, O-3 and above, and civilians, GS-11 and above, are eligible to attend. Individuals with similar positions in non-DOD agencies or from the defense industry are encouraged to attend.

This course has been designated as a mandatory Level II course for cost estimators beginning in FY 1995.

Schedule

13-17 Dec 93	*Fort Belvoir*	*94-1*
14-18 Mar 94	*Huntsville*	*94-2R*
11-15 Apr 94	*Fort Belvoir*	*94-3*
20-24 Jun 94	*St. Louis*	*94-4R*
11-15 Jul 94	*Boston*	*94-5R*
12-16 Sep 94	*Los Angeles*	*94-6R*

By Request Offerings

Three additional offerings will be provided at the request of specific organizations. Actual locations are coordinated with the requesting organization. Available dates are:

10-14 Jan 94 • 13-17 Jun 94 • 25-29 Jul 94

Telephone requests to the Course Director at (703) 805-3438 or DSN 655-3438.

For information call:
(703) 804-2146 / DSN 655-2146

Contractor Performance Measurement Course

[BCF 202]

Maj Jim Rego, USAF
Course Director

Ms. Frances Valore
Correspondence Course Director

The CPMC is designed to improve student knowledge, comprehension and application skills in the use of Cost/Schedule Control Systems Criteria (C/SCSC) to measure contract performance on major DOD weapon system acquisitions. Cost/schedule management and "earned value" concepts are identified in relationship to current DOD guidance. Course instruction includes the procedures used to implement the C/SCSC on contract as well as the performance measurement surveillance roles of the Contract Administration Office and the Defense Contract Audit Agency.

Application of performance measurement is covered through case studies and group practical exercises. Students get involved in the assessment of "live" sample instruments used to evaluate contractor Management Control Systems (MCSs) for compliance to the C/SCSC and actual analysis of performance data to measure contract progress and trends. Representation from the Office of the Under Secretary of Defense for Acquisition and Technology/Acquisition Policy Program Integration and Performance Management and the Performance Measurement Joint Executive Group provides participants an opportunity for direct dialogue on issues and specific questions relative to the particular student responsibilities.

The course objectives are designed for students to demonstrate competency achieved in six specific areas. Students assess program risk for appropriate contract requirements for application of the C/SCSC and reporting of contractor cost/schedule/technical data. Students are expected to know how to apply the "earned value" concept to the establishment and maintenance of the Contract Performance Measurement Baseline. Students demonstrate ability to review and assess adequate contract requirements including the appropriate contract clauses, Statement of Work, and items in the Contract Data Requirements List. They perform an evaluation of a contractor MCS documentation for compliance with the C/SCSC and learn how to respond to C/SCSC implementation and surveillance events. Students demonstrate their application of basic quantitative analysis techniques using contractor cost/schedule data and integrate analysis in the program office external reports to higher headquarters and the Congress.

Course Eligibility

The CPMC is open to military officers (O-1 and above) and DOD civilians (GS-9 and above). Graduates of the DSMC CPMC Individual Self-Paced Course, the Program Management Course and the Business Management Course have met the requirements for CPMC and are not eligible to take CPMC unless approved by the course director.

Eligible students must occupy, or have been selected to occupy, positions requiring course objective competencies or use of C/SCSC in program offices, functional offices supporting program offices, higher echelon staff positions concerned with the acquisition of defense systems, or contract administrative functions. Persons in equivalent positions in defense industry are encouraged to attend.

This course is mandatory for Level II of the Business, Cost Estimating and Financial Management career field. (DoD 5000.52M)

Schedule

29 Nov-03 Dec 93	*Fort Belvoir*	*94-001*
6-10 Dec 93	*St. Louis*	*94-501*
13-17 Dec 93	*Los Angeles*	*94-002*
14-18 Feb 94	*Fort Belvoir*	*94-003*
25-29 Apr 94	*St. Louis*	*94-004*
23-27 May 94	*Boston*	*94-502*
06-10 Jun 94	*Boston*	*94-005*
20-24 Jun 94	*Huntsville*	*94-503*
11-15 Jul 94	*Fort Belvoir*	*94-504*
25-29 Jul 94	*Los Angeles*	*94-505*
08-12 Aug 94	*Fort Belvoir*	*94-006*
29 Aug-02 Sep 94	*Huntsville*	*94-007*

For information call:
(703) 805-2146 / DSN 655-2146

Individual Self-Paced Course

The DSMC offers a correspondence course as an alternative to attending the Contractor Performance Measurement Course. Students learn through programmed, self-paced study. The course includes various activities and self-tests, supplemented with optional computer-based instruction and video tapes. The format is designed to meet the system acquisition management students' diverse needs. For the novice, the course communicates the criteria approach and introduces the earned-value concept. This course seeks to improve the practitioners' application practices, and reviews current policies and data analysis techniques.

Tailoring the course study to meet individual needs, students will require 35-80 hours to complete. The DSMC allows one year to successfully complete the course requirements. Registration is free to government personnel. Industry students will pay a $95 fee.

Defense Acquisition Engineering, Manufacturing & Quality Assurance Course

[PRD 301]

New Course in FY 1994

Lt Col J. C. Daugherty, USAF
Course Director

The 2-week DAEM&QAC is a capstone, senior-level, systems management course structured around an integrated product development, concurrent engineering acquisition philosophy prescribed in DoDD 5000.1 and two defense acquisition directives. The course investigates day-to-day strategic policy development and decision-making issues relevant to successfully managing three core technical tasks in DOD acquisition — systems and process development, manufacturing and product quality verification. The course stresses strategic planning, the logical thinking process, and an ability to identify and overcome policy, regulatory, technical or physical constraints to management effectiveness. The DAEM&QAC promotes a balance among technical management activities, horizontal organizational integration, and applied knowledge and leadership skills.

The entire course centers on "quality" in its broadest connotation. Students begin by deriving suitable operational definitions and measures. Significant portions of the course concentrate on the principle themes of its title — systems engineering, manufacturing and quality assurance — with special attention to specific statistical tools and techniques, software management, and industrial base topics. Other major supplementary topics are: acquisition policy review, contracts management and administration, contractor finance, funds management, cost/schedule management, ethics and professionalism. Prominent guest lecturers and panel members from government and industry present timely examples or conduct open panel discussions appropriate to the course objective and emphasis. Analytical discussion of a "real life" case study completes the course.

Requirements for successful course completion include submission of a short (5-10 page) research or "white paper" on a selected topic suited for senior leaders in engineering, manufacturing and quality assurance career fields. Specific topics are negotiated with each student on Course Day l and are due Course Day 8 when selected submissions are presented in open forum. General topic areas may include (but are not necessarily limited to): effective source selection criteria, technical management metrics, organization integration dynamics, technical risk questions at the Defense Acquisition Board, subcontractor technical management, statistical tools and techniques, cost of quality, or quality requirements in the Statement of Work.

Course Eligibility

This course is identified in DoD 5000.52M as a mandatory Level III requirement for DOD Acquisition Corps professionals in the Manufacturing and Production, Quality Assurance Specialist and Quality Engineer and Scientist career fields. It is also designed to be suitable to satisfy a Level III requirement for the Systems Planning, Research, and Development Engineering career field (when approved by the governing Career Management Board). Priority is given to individuals whose Career Management Board designates this course as mandatory; who meet all mandatory Level II requirements for education, training and experience; and who are assigned responsibilities in a Level III designated position within their appropriate Acquisition Corps. All other personnel will be considered on a case-by-case basis.

> This course is mandatory for Level III of the Manufacturing and Production, Quality Assurance Specialist, and Quality Engineer and Scientist career fields. (DoD 5000.52M)

Schedule

29 Nov-10 Dec 93	*Fort Belvoir*	*94-001*
06-17 Jun 94	*Fort Belvoir*	*94-002*
11-22 Jul 94	*Fort Belvoir*	*94-003*

For information call:
(703) 805-2146 or DSN 655-2146

Defense Manufacturing Management Course

[PRD 202]

CDR Tom Shields, USN
Course Director

The 1-week DMMC is designed to provide a thorough understanding of concepts and activities essential to successful, risk-controlled transition from development to production on DOD acquisition programs. The DMMC encompasses basic management principles within the context of a total quality philosophy for planning, organizing, integrating and measuring all resources necessary for effective and efficient manufacturing. A problem prevention attitude is emphasized vs. "damage control." The course curricula follow a life-cycle approach centered on establishing a "predictable factory" capable of on-time delivery of uniform, defect-free hardware at affordable costs.

The course addresses pertinent technical and business management issues, assumptions and requirements from theoretical and practical standpoints. Major areas of study include: basic manufacturing management principles, industrial base issues, producibility, theory of variability, process control, concurrent (integrated product development) engineering, production readiness validation, performance measurement and the use of continuous improvement tools and techniques.

Associated acquisition management issues affecting successful execution of production programs such as systems engineering, contracting and contract administration, budgeting and pricing, test and evaluation, and logistics supportability are also explored. Assigned readings, classroom lectures, discussions, videotapes, case studies and examinations are used to focus on and clarify desired learning objectives. Guest lecturers — senior managers from government and industry — bring "real world" application examples to the classroom to further enhance the overall student learning experience.

Course Eligibility

This course is identified in DoD 5000.52M as a mandatory Level II requirement for DOD Acquisition Corp professionals in the manufacturing and production career field. Priority is given to those individuals who have completed all mandatory Level I requirements for education, training and experience. All other DOD program and functional managers with military grade O-3 and above and civilians GS-12 and above, individuals with equivalent grade in other federal agencies and any defense industry personnel are encouraged to attend.

This course is mandatory for Level II of the Manufacturing and Production career field. (DoD 5000.52M)

Schedule

01-05 Nov 93	*Fort Belvoir*	*94-001*
10-14 Jan 94	*Fort Belvoir*	*94-002*
21-25 Mar 94	*Fort Belvoir*	*94-501*
09-13 May 94	*Fort Belvoir*	*94-003*
18-22 Jul 94	*Fort Belvoir*	*94-004*

For information call:
(703) 805-2146 / DSN 655-2146

Executive Management Course

Executive-Level Course

Topics affecting systems acquisition at the executive manager's level are integrated into the design and content of this course. The 3-week Executive Management Course serves senior managers who interface with, or need to understand, the defense acquisition system. It is designed for individuals who are not graduates of the DSMC Program Management Course.

The course schedule is divided into three major sections: Acquisition System Foundation, Executive Skills Development, and Current Initiatives. While providing participants with key acquisition management concepts, the course also addresses perspectives and positions of current decision-makers in government and industry through guest lectures. Discussions on recent legislative and executive branch actions affecting systems acquisition are included. The course explores how participants can better support, guide and oversee acquisition programs through case studies and discussions.

The Acquisition System Foundation includes basic definitions, system acquisition life cycle, documentation, resource allocation, concepts in system engineering, test and evaluation, software acquisition, logistics, manufacturing, contracting and cost control.

Executive Skills Development includes topics concerning ethics in acquisition, management simulations, use of automation, congressional influence, dealing with the media, and program managers' viewpoints.

Current Initiatives concerns topics such as congressional analysis and investigations, defense industry (viewpoints, economics and legislative influence), technology insertion, acquisition oversight and implementing total quality management. Additionally, a field trip to an industrial facility is included.

Course Eligibility

The course is open to persons from the DOD, the military departments and DOD components who hold, or have been selected to, grade O-6 or GS/GM-15. The course also welcomes individuals in comparable positions from the defense industry. Executives from other federal agencies in equivalent positions and responsibility are admitted on a space-available basis. Certification of security clearance to the secret level is required.

Schedule

14 Mar-01 Apr 94	*Fort Belvoir*	*94-1*
13 Jun-01 Jul 94	*Fort Belvoir*	*94-2*
12-30 Sep 94	*Fort Belvoir*	*94-3*

For information call:
(703) 805-2850 / DSN 655-2850

Dr. Robert Burnes
Course Director

Executive Refresher Course

Executive-Level Course

Ms. Jan Menker
Course Director

This executive-level course is about change and paradigm reconstruction. Certain program management principles are revisited; however, the course is primarily oriented toward examining the leadership role required for effective acquisition management and builds upon the program management education foundation. An understanding of perspectives and positions of acquisition leaders from the legislative and executive branches and defense industry is provided. Course segments offer the opportunity to interact with these individuals in order to benefit from their insight on current policy and acquisition initiatives. Specific classroom discussion is focused upon recent legislative and executive actions affecting weapon systems acquisition management (SAM) and leadership. Attention is given to DOD policy and procedural initiatives where implementation has a profound effect upon the acquisition environment.

The two-week schedule is divided into three major segments — the SAM environment, integration environmental issues, and current leadership theories and practices. Each class is uniquely tailored to the leadership and acquisition principles practiced at that point in time or which are in evolutionary stages of development.

The SAM environment offers discussion with a sharing of congressional, defense industry, and executive branch perspectives. Representatives from DOD offices and agencies may be scheduled to discuss DOD resource policy, acquisition management policy, and threat development and validation. The military services focus upon acquisition management information as manifested in Service policies, procedures and practices.

The integration environmental issues are addressed by DOD offices and the military services by focusing on specific business, ethical and leadership concerns that promote quality weapon system management. Industry and guest lecturers lead discussion on government contracting, resource allocation, earned value and acquisition ethics.

The current leadership theories and practices segment explores the hot topics of today's acquisition leadership environment. Recent sessions have addressed DOD reorganization, downsizing, quality initiatives, industrial base issues, environmental concerns and requirements, quantitative and qualitative decision-making tools, and computer software acquisition and life-cycle support. The aim of this segment is to provide participants with current information and knowledge on the evolving acquisition policies and lessons learned. Other lecture and discussion periods are devoted to assimilation of modern leadership principles and management applications.

Throughout the course, emphasis is placed on the government and industry relationship. Industry participants share their unique company management practices and highlight those practices which are the result of government expectations. Through class discussions, government and industry partnering is promoted as a vehicle to reduce and/or eliminate adversarial relationships in order to encourage those management practices which reduce costs while promoting sound acquisition management.

Course Eligibility

This course is open only to graduates of the Program Management Course (PMC) who hold or have been selected for, grade O-6 or GS/GM 15. Higher ranking military or civilians will be considered. Individuals of equivalent positions and responsibility from other federal agencies are admitted on a space-available basis. Vice presidents and operating managers or directors from the defense industry are encouraged to attend. Spaces have been reserved for this group in order to encourage maximum industry/government communication. Non-PMC graduates who meet the grade requirement should attend the Executive Management Course or the Intermediate Systems Acquisition Course. Certification of a secret security clearance is required.

Schedule

06-17 Dec 93	*Fort Belvoir*	*94-1*
31 Jan-11 Feb 94	*Fort Belvoir*	*94-2*
02-13 May 94	*Fort Belvoir*	*94-3*

For information call:
(703) 805-2850 / DSN 655-2850

Fundamentals of Systems Acquisition Management Course

[PMT 101]

CDR Jim Winter, USN
Course Director

This is a "quick look" at the DOD systems acquisition process. It provides a 1-week overview of the basics of defense system acquisition management including the developmental life cycle of a weapon system from inception to retirement.

The FSAMC is designed for people with limited or no knowledge of DOD program management, and those requiring Level I certification (as indicated in gray box). The course is useful to people assigned to headquarters staffs, program management offices and functional offices supporting a program office.

The FSAMC provides information concerning weapon system concept exploration, development, production and deployment. Discussions of mission area analysis, acronyms, terms, directives, policies and procedures, documentation and current issues are included. The course uses examples and case studies to assist in the learning process. Students are provided course and reference materials which they may keep.

Examples of topics covered are: authority for system acquisition, DOD acquisition organizations, DOD resource allocation process, contemporary issues in acquisition strategy, starting a new program, developing an acquisition strategy, and details of the milestones and phases involved in weapon system development.

Course Eligibility

The FSAMC is open to all military officers, federal civilians GS-7 and above, and industry equivalents.

This course is mandatory for the following acquisition career fields at Level I (DoD 5000.52M):
Program Management
Communications - Computer Systems
System Planning, Research, Development & Engineering Test & Evaluation
Acquisition Logistics
Business, Cost Estimating & Financial Management.

Schedule

04-08 Oct 93	*Fort Belvoir*	*94-001*
18-22 Oct 93	*Pensacola, FL*	*94-701*
18-22 Oct 93	*Boston*	*94-002*
25-29 Oct 93	*Fort Belvoir*	*94-702*
01-05 Nov 93	*Fort Belvoir*	*94-703*
15-19 Nov 93	*Huntsville*	*94-003*
06-10 Dec 93	*Fort Belvoir*	*94-004*
06-10 Dec 93	*St. Louis*	*94-005*
13-17 Dec 93	*TBD*	*94-704*
03-07 Jan 94	*Los Angeles*	*94-006*
10-14 Jan 94	*Fort Belvoir*	*94-007*
28 Feb-04 Mar 94	*Boston*	*94-008*
07-11 Mar 94	*Fort Belvoir*	*94-009*
14-18 Mar 94	*Washington, DC*	*94-705*
14-18 Mar 94	*Fort Belvoir*	*94-010*
21-25 Mar 94	*Fort Belvoir*	*94-011*
21-25 Mar 94	*Huntsville*	*94-012*
04-08 Apr 94	*St. Louis*	*94-013*
11-15 Apr 94	*Huntsville*	*94-014*
18-22 Apr 94	*Huntsville*	*94-015*
18-22 Apr 94	*St. Louis*	*94-501*
25-29 Apr 94	*Los Angeles*	*94-016*
25-29 Apr 94	*Fort Belvoir*	*94-502*
02-06 May 94	*Fort Belvoir*	*94-017*
09-13 May 94	*Langley, AFB*	*94-706*
16-20 May 94	*Boston*	*94-018*
16-20 May 94	*Fort Belvoir*	*94-503*
23-27 May 94	*Fort Belvoir*	*94-019*
23-27 May 94	*Huntsville*	*94-504*
06-10 Jun 94	*St. Louis*	*94-020*
13-17 Jun 94	*Boston*	*94-021*
20-24 Jun 94	*Los Angeles*	*94-022*
20-24 Jun 94	*Fort Belvoir*	*94-505*
*27 Jun-01 Jul 94**	*Fort Belvoir*	*94-023*
*27 Jun-01 Jul 94**	*Boston*	*94-024*
*27 Jun-01 Jul 94**	*Huntsville*	*94-025*
*27 Jun-01 Jul 94**	*Los Angeles*	*94-026*
*27 Jun-01 Jul 94**	*St. Louis*	*94-027*
11-15 Jul 94	*Huntsville*	*94-028*
11-15 Jul 94	*Fort Belvoir*	*94-506*
18-22 Jul 94	*Los Angeles*	*94-507*
18-22 Jul 94	*TBD*	*94-707*
22-26 Aug 94	*St. Louis*	*94-029*
29 Aug-02 Sep 94	*Huntsville*	*94-030*
29 Aug-02 Sep 94	*Fort Belvoir*	*94-508*
12-16 Sep 94	*Fort Belvoir*	*94-509*
12-16 Sep 94	*Washington, DC*	*94-708*
19-23 Sep 94	*Fort Belvoir*	*94-031*
19-23 Sep 94	*Boston*	*94-510*
26-30 Sep 94	*Boston*	*94-032*
26-30 Sep 94	*Huntsville*	*94-511*

**Satellite*

For information call:
(703) 805-2146 / DSN 655-2146

Intermediate Systems Acquisition Course

(formerly Acquisition Basics Course)

[PMT 201]

Lt Col Ron Hitzelberger, USAF
Course Director

The 4-week ISAC provides a comprehensive overview of the DOD system acquisition life-cycle management, technical and business processes. The course also presents the program management integration process that ties them all together. The course goal is to immerse the students in each process, acquaint them with the specialized terminology, familiarize them with the roles of the primary acquisition players and demonstrate how it all fits together. It is designed for intermediate-level system acquisition professionals or other individuals who are specialists in their fields, yet need broadening in system acquisition management.

The course has four components, shown below:

- ❒ Acquisition Management Policy and Integration encompasses DOD life-cycle management policy, program planning and managerial development.
- ❒ Technical Management covers systems engineering, integrated logistics support, test and evaluation, software management and manufacturing management.
- ❒ Business Management addresses contract management, government funds management, cost/schedule control and contractor financial management.
- ❒ Program Management Integrative Case ties the previous three areas together.

Course Eligibility

The course is for acquisition professionals (military, civilian and industry) in the intermediate levels of their acquisition careers. It is also appropriate for more experienced functional acquisition professionals needing interdisciplinary exposure outside their functional expertise.

This course is mandatory for the following acquisition career fields. (DoD 5000.52M)
Program Management - Level II
Communications - Computer Systems - Level II
Acquisition Logistics - Level III

Schedule

04-29 Oct 93	*Fort Belvoir*	*94-001*
12 Oct-05 Nov 93	*Boston*	*94-002*
18 Oct-12 Nov 93	*Huntsville*	*94-003*
18 Oct-12 Nov 93	*Los Angeles*	*94-004*
25 Oct-19 Nov 93	*Fort Belvoir*	*94-005*
25 Oct-19 Nov 93	*St. Louis*	*94-006*
03-28 Jan 94	*Fort Belvoir*	*94-007*
10 Jan-04 Feb 94	*Fort Belvoir*	*94-008*
18 Jan-11 Feb 94	*Boston*	*94-009*
24 Jan-18 Feb 94	*Huntsville*	*94-010*
31 Jan-25 Feb 94	*Los Angeles*	*94-011*
07 Feb-04 Mar 94	*St. Louis*	*94-012*
22 Feb-18 Mar 94	*Fort Belvoir*	*94-013*
04-29 Apr 94	*Fort Belvoir*	*94-014*
18 Apr-13 May 94	*Boston*	*94-015*
25 Apr-20 May 94	*Huntsville*	*94-016*
02-27 May 94	*Los Angeles*	*94-017*
09 May-03 Jun 94	*St. Louis*	*94-018*
16 May-10 Jun 94	*Fort Belvoir*	*94-019*
13 Jun-08 Jul 94	*Fort Belvoir*	*94-020*
13 Jun-08 Jul 94	*Fort Belvoir*	*94-021*
11 Jul-05 Aug 94	*Fort Belvoir*	*94-022*
18 Jul-12 Aug 94	*Boston*	*94-023*
25 Jul-19 Aug 94	*Huntsville*	*94-024*
01-26 Aug 94	*Los Angeles*	*94-025*
08 Aug-02 Sep 94	*St. Louis*	*94-026*
22 Aug-16 Sep 94	*Fort Belvoir*	*94-027*

For information call:
(703) 805-2149 / DSN: 655-2149

Equivalency Examination

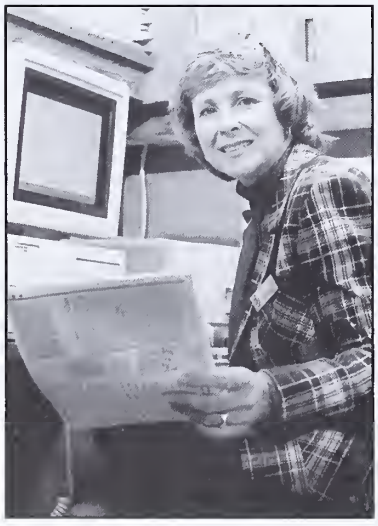
An ISAC equivalency examination will be offered by DSMC in FY 1994. Applicants for the equivalency exam must meet the DoD 5000.52M Level II requirements for: level / grade, assignments, experience and education. Contact the ISAC Director for test dates and application information at (703) 805-3020 or DSN 655-3020.

Introduction to Software Management Acquisition Course

This 3-day course addresses the basic theory and practices associated with acquisition of Mission Critical Computer Resources. It is intended for students having little or no software management experience. They are introduced to fundamental concepts of computers through lectures and classroom discussions including components making up a computer system and environments. Other lectures and discussions include acquisition policy for Mission Critical Computer Resources, software development process, software test and evaluation, software metrics and measurement techniques, post-deployment software support, software acquisition planning, and management techniques, from government and industry points of view.

The course emphasizes using real-life examples to portray software management principles, issues and solutions. Each student should gain a clear understanding that software development is a manageable process.

Ms. Lyn Dellinger
Course Director



Course Eligibility

This course is open to military senior enlisted and officers and civilians in the grade of GS-9 and above who occupy, or have been selected to occupy, the position of program or acquisition manager, subordinates to a program manager, positions where incumbents are responsible for key decisions affecting software acquisition, or staff positions concerned with defense system acquisition programs. Persons in equivalent positions in defense industry are encouraged to attend.

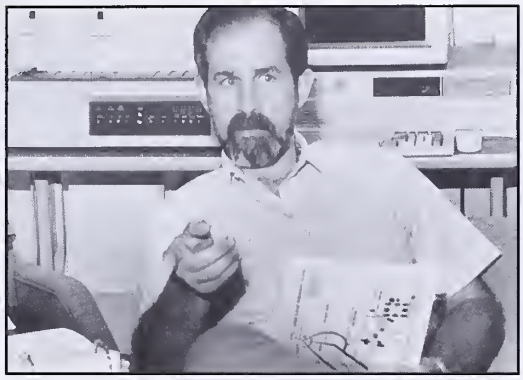
Schedule

19-21 Oct 93	*Fort Belvoir*	*94-1*
16-18 Nov 93	*Los Angeles*	*94-2R*
30 Nov-02 Dec 93	*Fort Belvoir*	*94-3*
14-16 Dec 93	*Boston*	*94-4R*
11-13 Jan 94	*St. Louis*	*94-5R*
01-03 Mar 94	*Fort Belvoir*	*94-6*
19-21 Apr 94	*Huntsville*	*94-7R*
10-12 May 94	*Boston*	*94-8R*
12-14 Jul 94	*St. Louis*	*94-9R*
23-25 Aug 94	*Huntsville*	*94-10R*
13-15 Sep 94	*Fort Belvoir*	*94-11*

For information call:
(703) 805-2850 / DSN 655-2850

Management of Acquisition Logistics Course

[LOG 201]

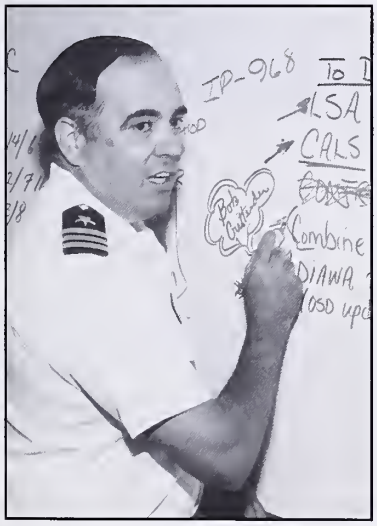


This 1-week course provides participants with an understanding of acquisition logistics policy, requirements and practices applicable to major and less-than-major system acquisition programs during the defense system life cycle. The course begins with a basic overview of the system acquisition process and the system engineering process with a discussion of the role acquisition logistics plays in these two processes. The curricula continues with lessons on system supportability considerations and activities during research and development, production and post-production phases of the life cycle.

Compendium-type presentations cover acquisition logistics related subjects such as the elements of Integrated Logistics Support (ILS), Reliability-Availability-Maintainability (RAM), Logistics Support Analysis (LSA), and Logistics Test and Evaluation.

Selected guest lecturers from government and industry discuss real-world examples of DOD programs and policies. A case study provides an opportunity to address weapons-system logistics problems and devise theoretical and pragmatic solutions.

CDR Michael Allen, USN
Course Director



Course Eligibility

The course is designed primarily for experienced acquisition logistics managers who occupy, or have been selected to occupy, deputy or assistant program manager for logistics on a non-major program, ILS manager/officer, logistics element manager, ILS staff officer for policies/procedures/assessments or branch/division chief for acquisition policy/procedures. The course is open to military officers O-3 and above and civilians in grades GS-11 and above. Persons in equivalent positions in the defense industry are encouraged to attend.

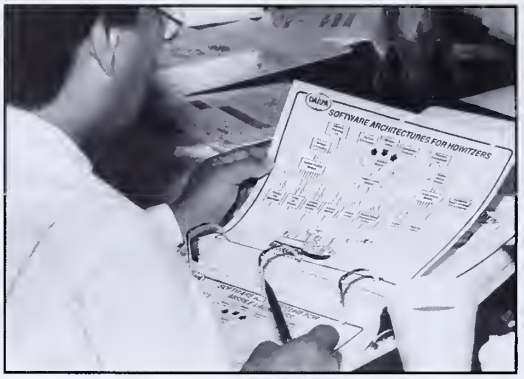
This course is mandatory for Level II of the acquisition logistics career field. (DoD 5000.52M)

Schedule

15-19 Nov 93	*Fort Belvoir*	*94-501*
29 Nov-03 Dec 93	*Fort Belvoir*	*94-001*
13-17 Dec 93	*St. Louis*	*94-002*
10-14 Jan 94	*Boston*	*94-003*
14-18 Mar 94	*Los Angeles*	*94-004*
04-08 Apr 94	*Fort Belvoir*	*94-005*
23-27 May 94	*Fort Belvoir*	*94-502*
06-10 Jun 94	*Huntsville*	*94-006*
18-22 Jul 94	*St. Louis*	*94-007*
15-19 Aug 94	*Boston*	*94-008*
19-23 Sep 94	*Fort Belvoir*	*94-009*

For information call:
(703) 805-2149 / DSN: 655-2149

Management of Software Acquisition Course

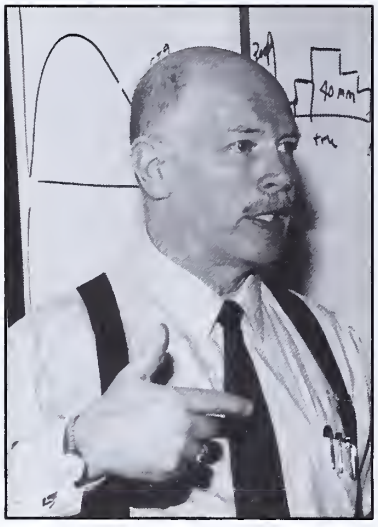


Our 1-week MSAC provides participants with an understanding of current policy, practice and procedures applicable to the management of software acquisition for major defense systems. It is intended to serve as an advanced course in software acquisition management and practices.

Software acquisition management issues involved in all phases of the defense system life cycle are covered in detail. The course includes lectures, discussions and case studies on topics such as DOD computer resource policy and initiatives, software management principles, software cost estimating, software integrated logistics support, software quality assurance, and software systems engineering. The software acquisition management principles are addressed from government and industry viewpoints by faculty and guest lecturers from government and industry. Special emphasis is placed on using real-world examples to illustrate management principles, issues and solutions.

The goal is to increase each student's understanding of software acquisition for DOD Mission Critical Computer Resources. Each student should gain an appreciation for the disciplined approach that must be followed in developing, acquiring and maintaining software for major weapon systems. The course will develop in each student an improved ability to analyze situations and problem areas in software acquisition, develop alternatives, and prepare solutions.

Mr. Jim Dobbins
Course Director



Course Eligibility

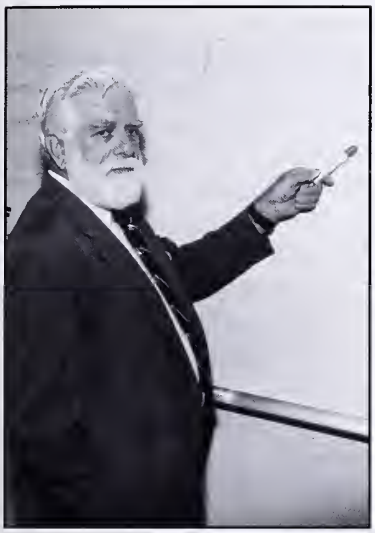
The MSAC is open to military officers of rank O-3 and above, and civilians GS-11 and above who occupy, or have been selected to occupy, the position of program manager, key positions immediately subordinate to a program manager, supervisory-level positions where incumbents are responsible for key decisions affecting a program or for decisions in a functional office supporting a program office, or higher-echelon staff positions concerned with defense system acquisition programs. Persons in equivalent positions in defense industry are encouraged to attend. This course is intended for personnel with at least two years of general or working knowledge in software development and software acquisition. Students are expected to have a working knowledge of software acquisition and development terminology.

Schedule

06-10 Dec 93	*Fort Belvoir*	*94-1*
21-25 Mar 94	*Fort Belvoir*	*94-2*
13-17 Jun 94	*Fort Belvoir*	*94-3*
19-23 Sep 94	*Fort Belvoir*	*94-4*

For information call:
(703) 805-2149 / DSN 655-2149

Multinational Program Management Course



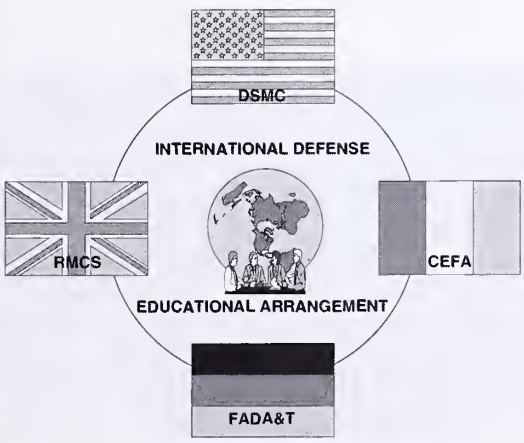
Mr. Don Hood
Course Director

The MPMC is designed for the student to develop an understanding of the competencies one must possess to participate effectively in an international defense acquisition program. Emphasis is placed on the U.S. policy of encouraging armaments cooperation and enhancing rationalization, standardization and interoperability (RSI) with our allies. Key National, DOD and Service policies on international codevelopment, coproduction and logistics will be explored.

International Defense Educational Arrangement (IDEA) Seminar

The Defense Systems Management College (DSMC) has an arrangement called IDEA with equivalent educational institutions in France, Germany and the United Kingdom. The DSMC, to accommodate U.S. acquisition personnel assigned to Europe and in concert with members of IDEA, conducts a seminar in Europe annually on international acquisition. This seminar is well-attended also by European personnel. Attendees receive equivalent credit to the Multinational Program Management Course.

Mr. Richard Kwatnoski
Director, IDEA Seminar



Course Eligibility

The course is open to military officers of rank O-3 and above, and DOD civilians GS-11 and above who occupy, or have been selected to occupy, the following types of positions impacting international defense acquisition programs:

- ❒ Program managers and program management staff
- ❒ Key personnel at government laboratories and centers
- ❒ Defense and Service headquarters staff personnel
- ❒ Office of Defense Cooperation personnel and attaches
- ❒ Appropriate personnel from non-defense agencies
- ❒ Equivalent positions in defense industry
- ❒ Equivalent positions from allied governments and industry.

Schedule

01-05 Nov 93	*Fort Belvoir*	*94-1*
23-27 May 94	*Fort Belvoir*	*94-2*
11-15 Jul 94	*Paris*	*94-3R*
22-26 Aug 94	*Boston*	*94-4R*

For information call:
(703) 805-2146 / DSN: 655-2146

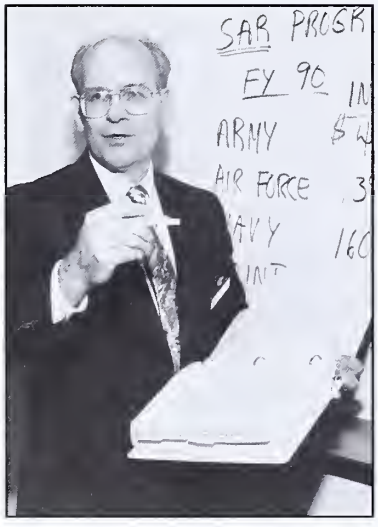
Selected Acquisition Report Course

This course is designed to enable acquisition personnel to prepare or review the Selected Acquisition Report (SAR). The SARs provide a summary to the Congress of the cost, schedule and performance status for major defense acquisition programs.

The course will cover each SAR section. Course materials provide a detailed, ready reference for completing each section in accordance with DoD 5000.2M. The SAR preparation has been automated with the release of the Consolidated Acquisition Reporting System (CARS) by the Office of the Under Secretary of Defense for Acquisition and Technology. The CARS has been fully integrated into the course with in-depth, "hands-on" training sessions.

Much of the course will be devoted to mastering the "heart" of the SAR, the cost-variance calculations and categorizations. Lecture/discussions cover the key concepts of SAR cost variance analysis, followed by computer-assisted case studies to apply the concepts covered. Extensive use will be made of automated classroom facilities.

Mr. Walt Weedman
Course Director



Course Eligibility

Attendance is open to members of SAR-designated program offices and selected Service/DOD Agency staff personnel responsible for review of SARs. Personnel attending should be military grades O-2 and above and civilians grades GS-7 and above. Civilians, under contract to support a military SAR program office, are eligible to attend if recommended by that program manager.

Personnel with no previous SAR/CARS experience will take the 5-day course. Those with previous experience may take the abbreviated 3-day refresher course (marked with an asterisk below.)

Schedule

*05-07 Oct 93**	*Fort Belvoir*	*94-1*
18-22 Oct 93	*Huntsville*	*94-2R*
25-29 Oct 93	*Fort Belvoir*	*94-3*
*16-18 Nov 93**	*Fort Belvoir*	*94-4*
*30 Nov-02 Dec 93**	*Fort Belvoir*	*94-5*
06-10 Dec 93	*Wright-Pat AFB*	*94-6R*
12-16 Sep 94	*Fort Belvoir*	*94-7*

**3-Day Refresher*

For information call:
(703) 805-2146 / DSN 655-2146

Systems Acquisition for Contracting Personnel Course

[PMT 341)

The 2-week SACPC provides the contracting professional with a comprehensive overview of a systems acquisition model. The curricula combines lecture-discussion with group activities to develop an integrated perspective on the full range of disciplines inherent in the life-cycle management of complex systems, including: acquisition policy, program management, planning and budgeting, systems engineering, test and evaluation, software management, manufacturing management, logistics, supportability, and contractor performance measurement. In addition, relevant industry perspectives are shared through senior industry leaders and industry students.

Participants engage in exercises providing experiential opportunities to hone the issues of managing systems as well as share inter-Service views on similar issues. Exercises cover such themes as acquisition policy, acquisition strategy, funds management and contract management, together enveloping the other disciplines discussed throughout the course.

Course Eligibility

The course is mandatory for Level III major system contracting personnel, GS/GM-1102 grades 13 through 15 and comparable military. This category can include contracting officers, contract specialists, contract negotiators, procurement analysts, contract administrators and price analysts assigned through the PEO to a major system acquisition program as defined in DoDD 5000.1, or who devote 50 percent of their time to a major system(s). Personnel meeting these specific criteria are primary candidates. Contracting officers assigned to a major system acquisition program are required to have this training within one year of assignment to a major system, regardless of grade level. Individuals from the defense industry in similar career positions are encouraged to attend.

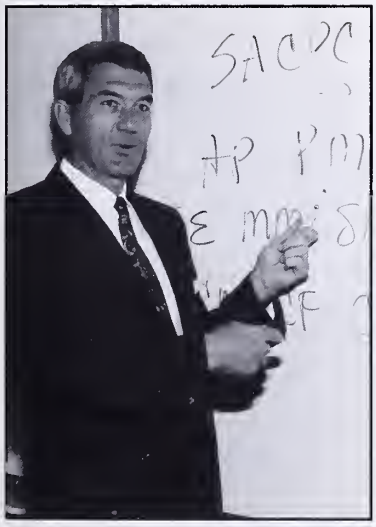
This course is mandatory for individuals working on major systems who are candidates for Level III of the contracting career field. (DOD 5000.52M)

Schedule

25 Oct-05 Nov 93	*Fort Belvoir*	*94-001*
06-17 Dec 93	*Fort Belvoir*	*94-002*
24 Jan-04 Feb 94	*Fort Belvoir*	*94-003*
28 Feb-11 Mar 94	*Fort Belvoir*	*94-004*
18-29 Apr 94	*Fort Belvoir*	*94-005*
16-27 May 94	*Fort Belvoir*	*94-006*
08-19 Aug 94	*Fort Belvoir*	*94-007*

For information call:
(703) 805-2850 / DSN 655-2850

Mr. Chris Scott
Course Director



Ms. Beryl Harman
Assistant Course Director

Systems Acquisition Funds Management Course

[BCF 201]

During the 1-week Systems Acquisition Funds Management Course, DOD weapon system acquisition budgeting is discussed. The student gains an understanding of the overall framework of how defense budgets are formulated, defended and executed. The student is introduced to the body of knowledge of funds management necessary for program office budget formulation and execution responsibility, with emphasis on techniques the program manager and functional managers may use to identify, analyze, evaluate and resolve budget-related tasks, problems and issues.

This course simulates the total budget process from the viewpoint of the program manager and from the perspective of the Office of the Secretary of Defense. The fiscal cycle is traced through all levels of the DOD, Office of Management and Budget, and the Congress. The course examines cost analysis, budget concepts, the DOD planning/programming/budgeting system, the congressional authorization/appropriation process, and the budget execution process.

Specific topics include development of program office POM and budget submissions, review and analysis of program budgets at higher levels within the federal government, release/control of funds supporting the systems acquisition process, and program office accountability in budget execution.

Some of the course is taught in Service-peculiar groups but the dominant approach is joint-Service. Instruction includes lectures/discussions, case studies, guest lecturers and student-led discussions. Guest speakers, with expertise and experience, augment the resident instruction.

CDR Howard Birkholz, USN
Course Director

Course Eligibility

The course is open to military officers of rank O-3 and above and DOD civilians in the grade GS-11 and above who occupy, or have been selected to occupy, positions of program manager, positions immediately subordinate to a program manager, supervisory-level positions responsible for key decisions affecting a DOD weapon system acquisition program or for decisions in a functional office supporting a program office, or higher-echelon staff positions associated with defense systems acquisition. Participation by appropriate defense industry personnel is invited. Persons holding positions equivalent to those above in other federal agencies are encouraged to attend.

This course is mandatory for Level II of the Business, Cost Estimating and Financial Management career field. (DoD 5000.52M)

Schedule

15-19 Nov 93	*Fort Belvoir*	*94-001*
10-14 Jan 94	*Fort Belvoir*	*94-002*
24-28 Jan 94	*Los Angeles*	*94-003*
28 Feb-04 Mar 94	*Huntsville*	*94-004*
16-20 May 94	*St. Louis*	*94-005*
13-17 Jun 94	*Fort Belvoir*	*94-006*
20-24 Jun 94	*Boston*	*94-007*
11-15 Jul 94	*Fort Belvoir*	*94-008*

For information call:
(703) 805-2149 / DSN 655-2149

Systems Acquisition Management for General/Flag Officers

Executive-Level Course

Mr. Bob Tate
Course Director

This 4½-day course focuses on understanding the perspectives and positions of current key decision-makers from the legislative and executive branches of government and the defense industry. The design and concept includes the most recent topics that will, or may, affect the weapon systems acquisition environment. Participants have the opportunity to interact directly with senior leadership. Specific discussion is directed to the most recent legislative and executive actions affecting weapon systems acquisition. Attention is devoted to current DOD policy and procedural initiatives whose implementation is having a profound effect upon the weapon system acquisition environment.

The course schedule allows for congressional perspectives coverage by a Member or an appropriate staff member. Defense industry perspectives are shared concerning the government as a marketplace and the resultant corporate objectives, principles and strategies. Executives from the Office of the Secretary of Defense (OSD) and its implementing agencies address acquisition management policy, resource allocation policy, as well as initiatives contemplated, planned or underway. Senior civilian and military managers from the military services describe acquisition policies. Program executive officers describe acquisition procedures implemented in keeping with the current policies. Program managers relate how they are answering the challenge presented within the resources given, how resources are being used, what issues remain, and what lessons can be learned. In facilitated discussions on current issues, faculty members address government contracting procedures and resource allocation processes.

Course Eligibility

This course is open to individuals who hold, or have been selected for, the rank of general or flag officer or who are civilians within the Senior Executive Service from OSD, the military departments, and DOD components or agencies or the congressional staff. Persons with equivalent positions and responsibility from other federal agencies are admitted on a space-available basis. Participation by presidents, group vice presidents, or vice presidents from the defense industry is encouraged. This course is NOT a mandatory Defense Acquisition University course. However, in some circumstances, this course fulfills Service-imposed Defense Acquisition Work Force Improvement Act mandatory course requirements. Check with the Service acquisition functional manager for direct applicability. Certification of a secret-level security clearance is required.

Schedule

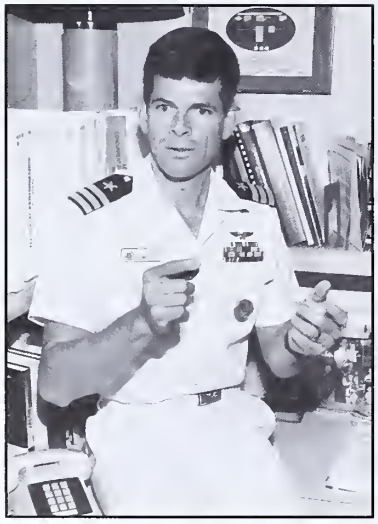
15-19 Nov 93	*Fort Belvoir*	*94-1*
25-29 Jul 94	*Fort Belvoir*	*94- 2*

For information call:
(703) 805-2850 / DSN 655-2850

Systems Engineering Management Course

[SYS 201]

CDR Bill Lankford, USN
Course Director



Fundamental knowledge of the systems engineering process is a basic prerequisite to the efficient management of every program requiring new development or modifications to components or systems. Consequently, providing an introduction to the concepts, scope and application of the systems engineering discipline to the DOD system life-cycle process is the goal of the 1-week SEMC.

Systems engineering activities are individually presented. Some of the subject areas discussed include:

- ❒ Systems Engineering Process
- ❒ Trade-off Studies
- ❒ Technical Design Reviews
- ❒ Technical Performance Measurements
- ❒ Specifications
- ❒ Configuration and Data Management
- ❒ Work Breakdown Structures
- ❒ Risk Identification and Management
- ❒ Environmental Considerations.

Special emphasis is placed on how life-cycle cost/affordability, readiness/supportability, reliability, testability and producibility, capability, and other "design-for" characteristics of a system are integrated into the design process in balanced proportions. The role of systems engineering in controlling program technical risk levels is explained; as is the scheduling and conduct of progress reviews.

Each student will gain an appreciation for the disciplined engineering approach that must be followed during each phase of a system's life cycle. The course is designed to enhance the ability of staff or functional managers to initiate and monitor program office technical management activities, assist in the integration of technical activities performed by multiple agencies, evaluate technical development activities proposed by industry sources, and ensure technical integrity of the operational system.

Course Eligibility

The course has been designed for DOD personnel with less than 3 years of experience in the systems engineering management discipline and is especially useful for individuals in the production, logistics, test and evaluation, or other specialty fields who must deal with systems engineers. Military personnel of rank O-3 through O-5 and DOD civilians in grades GS-11 through GS-14 are the intended audience. Individuals holding equivalent grades in other federal agencies or defense-related industries are encouraged to attend.

This course is mandatory for Level II of the System Planning, Research, Development and Engineering career field. (DoD 5000.52M)

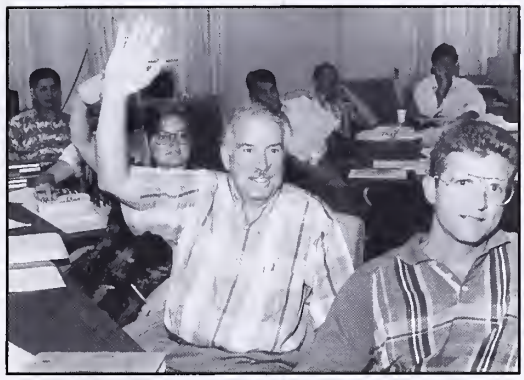
Schedule

04-08 Oct 93	*Fort Belvoir*	*94-001*
15-19 Nov 93	*Boston*	*94-002*
13-17 Dec 93	*St. Louis*	*94-003*
03-07 Jan 94	*Fort Belvoir*	*94-004*
24-28 Jan 94	*Huntsville*	*94-005*
31 Jan-04 Feb 94	*Wright-Pat AFB*	*94-006*
14-18 Feb 94	*Boston*	*94-007*
28 Feb-04 Mar 94	*NAS Patuxent*	*94-008*
28 Feb-04 Mar 94	*Los Angeles*	*94-009*
14-18 Mar 94	*Boston*	*94-010*
21- 25 Mar 94	*Los Angeles*	*94-011*
28 Mar-01 Apr 94	*NAS Patuxent*	*94-012*
04-08 Apr 94	*Huntsville*	*94-013*
11-15 Apr 94	*Fort Belvoir*	*94-014*
18-22 Apr 94	*Fort Belvoir*	*94-015*
18-22 Apr 94	*TBD*	*94-016*
25-29 Mar 94	*Fort Belvoir*	*94-017*
02-06 May 94	*St. Louis*	*94-018*
09-13 May 94	*Fort Belvoir*	*94-019*
16-20 May 94	*Fort Belvoir*	*94-020*
23-27 May 94	*TBD*	*94-021*
13-17 Jun 94	*Huntsville*	*94-022*
13-17 Jun 94	*NAS Patuxent*	*94-023*
20-24 Jun 94	*Fort Belvoir*	*94-024*
27 Jun-01 Jul 94	*Fort Belvoir*	*94-025*
11-15 Jul 94	*St. Louis*	*94-026*
18-22 Jul 94	*Huntsville*	*94-027*
25-29 Jul 94	*St. Louis*	*94-028*
01-05 Aug 94	*TBD*	*94-029*
15-19 Aug 94	*TBD*	*94-030*
22-26 Aug 94	*Fort Belvoir*	*94-031*
29 Aug-02 Sep 94	*NAS Patuxent*	*94-032*
12-16 Sep 94	*Wright-Pat AFB*	*94-033*
26-30 Sep 94	*Fort Belvoir*	*94-034*

For information call:
(703) 805-2850 / DSN 655-2850

Test and Evaluation Management Course

[TST 201]



Test and evaluation is the discipline measuring attainment of performance objectives to reduce risk. The 1-week TEMC is an introduction to the concepts, scope and application of test and evaluation as a management tool for system acquisition executives. Coverage includes test and evaluation as the feedback mechanism for systems engineering, the relationship of test and evaluation to all phases of system life cycle; also, the special relationship of test and evaluation to interfacing disciplines of hardware, software, production, affordability and logistics support.

The course promotes understanding of current policy, practice and procedures applicable to management of test and evaluation in defense system acquisition. It is intended to enhance the capability of staff and functional managers to interface with program management office technical efforts by developing a better understanding of the test and evaluation management process, activities and integration of systems engineering, application of test and evaluation disciplines necessary in the system life cycle, and roles of government and industry organizations in test and evaluation management.

Specific and tailored real-world examples of DOD programs are given by faculty and guest lecturers carefully selected from within government and industry. These special experience-based case studies offer the student an opportunity to work with defense systems test and evaluation problems and devise theoretical and pragmatic solutions.

Lt Col Larry Damman, USAF
Course Director

Mr. Tom Maday
Adjunct Course Director

Course Eligibility

The course is open to military officers of rank O-2 through O-5, and civilians in grades GS-9 through GS-14 who occupy, or are selected to occupy, key positions such as technical manager, systems engineer, test and evaluation manager, or hold positions immediately subordinate to them. People in equivalent positions in defense industry are encouraged to attend.

This course is mandatory for Level III of the Test and Evaluation career field. (DoD 5000.52.M)

Schedule

04-08 Oct 93	*NAS Patuxent*	*94-001*
25-29 Oct 93	*Huntsville*	*94-002*
01-05 Nov 93	*Point Mugu*	*94-003*
06-10 Dec 93	*Los Angeles*	*94-004*
06-10 Dec 93	*Point Mugu*	*94-005*
10-14 Jan 94	*Fort Belvoir*	*94-006*
10-14 Jan 94	*Fort Belvoir*	*94-501*
24-28 Jan 94	*NAS Patuxent*	*94-007*
31 Jan- 04 Feb 94	*Fort Belvoir*	*94-502*
07-11 Feb 94	*Boston*	*94-008*
14-18 Feb 94	*NAS Patuxent*	*94-009*
14-18 Mar 94	*St. Louis*	*94-010*
21-25 Mar 94	*NAS Patuxent*	*94-011*
18-22 Apr 94	*Boston*	*94-012*
25-29 Apr 94	*NAS Patuxent*	*94-013*
09-13 May 94	*Fort Belvoir*	*94-503*
23-27 May 94	*NAS Patuxent*	*94-014*
06-10 Jun 94	*Los Angeles*	*94-015*
13-17 Jun 94	*Fort Belvoir*	*94-504*
20-24 Jun 94	*NAS Patuxent*	*94-016*
11-15 Jul 94	*Fort Belvoir*	*94-017*
11-15 Jul 94	*Fort Belvoir*	*94-505*
18-22 Jul 94	*NAS Patuxent*	*94-018*
08-12 Aug 94	*Boston*	*94-019*
15-19 Aug 94	*Fort Belvoir*	*94-506*
22-26 Aug 94	*NAS Patuxent*	*94-020*
12-16 Sep 94	*St. Louis*	*94-021*
19-23 Sep 94	*NAS Patuxent*	*94-022*

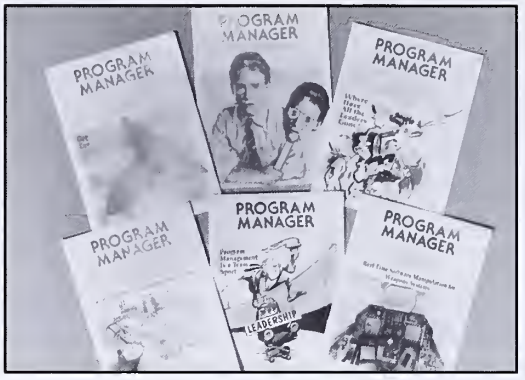
For information call:
(703) 805-2146 / DSN: 655-2146

Acquisition Short Course Cross-References

Topics	Courses
Acquisition Management Overview	Intermediate Systems Acquisition Course Fundamentals of Systems Acquisition Management Course Systems Engineering Management Course
Computer-Aided Acquisition and Logistics Support (CALS)	Management of Acquisition Logistics Course
Computer Integrated Manufacturing (CIM)	Defense Manufacturing Management Course
Consolidated Acquisition Reporting System (CARS)	Selected Acquisition Report Course
Contract Finance	Contractor Finance for Acquisition Managers Course
Contract Management	Contract Management for Program Managers Course Systems Acquisition for Contracting Personnel Course
Cost/Schedule Control	Contractor Performance Measurement Course Contractor Performance Measurement Individual Self-Paced Course Defense Acquisition Engineering, Manufacturing and Quality Assurance Course
DOD Policy and Procedural Initiatives	Systems Acquisition Management Course Executive Refresher Course Executive Management Course
Integrated Logistics Support (ILS)	Management of Acquisition Logistics Course Systems Acquisition for Contracting Personnel Course
International Acquisition Management	Advanced International Management Workshop Multinational Program Management Course
International Negotiation	Advanced International Management Workshop
Life-Cycle Management Process	Intermediate Systems Acquisition Course Defense Manufacturing Management Course Fundamentals of Systems Acquisition Management Course Systems Acquisition Management Course Executive Refresher Course Executive Management Course Management of Acquisition Logistics Course Systems Acquisition for Contracting Personnel Course Systems Engineering Management Course Test and Evaluation Management Course

TOPICS	COURSES
Mission Critical Computer Resources	Introduction to Software Management Acquisition Course Management of Software Acquisition Course
Numerical Control/Computer Assisted Manufacturing (NC/CAM) Systems	Defense Manufacturing Management Course
Planning/Programming/ Budgeting System	Systems Acquisition Funds Management Course Systems Acquisition for Contracting Personnel Course Intermediate Systems Acquisition Course
Policy and Integration	Fundamentals of Systems Acquisition Management Course Systems Acquisition Management Course
Production/Manufacturing Program	Defense Acquisition Engineering, Manufacturing and Quality Assurance Course Defense Manufacturing Management Course
Program Planning	Intermediate Systems Acquisition Course
Rationalization/Standardization and Interoperability (RSI)	Multinational Program Management Course
Selected Acquisition Report	Selected Acquisition Report Course
Software Acquisition Management	Introduction to Software Management Acquisition Course Management of Software Acquisition Course
Systems Engineering	Defense Acquisition Engineering, Manufacturing and Quality Assurance Course Management of Acquisition Logistics Course Management of Software Acquisition Course Systems Engineering Management Course Intermediate Systems Acquisition Course Systems Acquisition for Contracting Personnel Course
Test and Evaluation	Test and Evaluation Management Course
Total Quality Management (TQM)	Total Quality Management Workshop Defense Manufacturing Management Course Systems Acquisition Management Course Executive Refresher Course Executive Management Course
Weapon System Acquisition Cost/ Budgeting (formulation through execution)	Systems Acquisition Funds Management Course

DSMC Publications



Publications are available to current DSMC class members, military and government personnel, when picked up and/or ordered from Defense Systems Management College, ATTN: DSMC Press, 9820 Belvoir Road, Suite G38, Fort Belvoir, VA 22060-5565. Written requests are required; the fax number is (703) 805-3186. Non-government personnel should call (703) 805-3056/2892 or DSN 655-3056/2892 for sources and stock numbers. Asterisks indicate availability only at the Defense Technical Information Center or the National Technical Information Service.

Program Management

Acquisition Strategy Guide (1993)
Congressional Involvement and Relations (1992)
Evolutionary Acquisition, An Alternative Strategy for Acquiring Command and Control (C^2) Systems (1993)
Glossary, Defense Acquisition Acronyms and Terms (1991)
Guide for the Management of Multinational Programs (1987)
Introduction to Defense Acquisition Management (1993)
JLC Guide for the Management of Joint Service Programs (1987)
Scheduling Guide for Program Managers (1990)
Standards and Trade in the 1990s (1993)
Streamlining Defense Acquisition Laws — Executive Summary: Report of the DOD Acquisition Law Advisory Panel (1993)
The Program Manager's Notebook (1992)

Technical Management

Defense Manufacturing Management, Guide for Program Managers (1989)
Integrated Logistics Support Guide (1993)
Managing Quality and Productivity in Aerospace and Defense (1989)
Mission Critical Computer Resources Management Guide (1990)
Risk Management Concepts and Guidance (1989)
Systems Engineering Management Guide (1990)
Test and Evaluation Management Guide (1993)
Warranty Handbook (1992)

Business and Financial Management

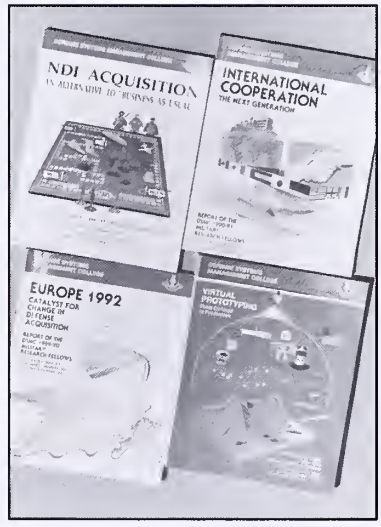
A Program Office Guide to Technology Transfer (1988)
Commercial Practices for Defense Acquisition (1992)
Cost Realism (1985)
Establishing Competitive Production Sources (1984)
Integrating Industrial Preparedness Into the Acquisition Process (1989)
Subcontracting Management Handbook (1988)
*Strategies for Dealing with the Defense Budget (1983)**

General

*Evaluation of the Effectiveness of the Weighted Guidelines (1984)**
Skill in Communication (1990)
*Acquisition Research Symposium Proceedings (1989)**
Proceedings 1991 Acquisition Research Symposium,Volumes One and Two
*Proceedings of the "Managing the Industrial Modernization Process" Conference (1990)**
*Proceedings 1st National Symposium on Competitiveness and TQM (1990)**
Proceedings 1993 Acquisition Research Symposium

Military Research Fellows Reports

Using Commercial Practices in DOD Acquisition (1989)
EUROPE 1992 — Catalyst For Change in Defense Acquisition (1990)
International Cooperation — The Next Generation (1991)
NDI Acquisition — An Alternative to "Business as Usual" (1992)
Virtual Prototyping — Concept to Production (1993)



Monographs

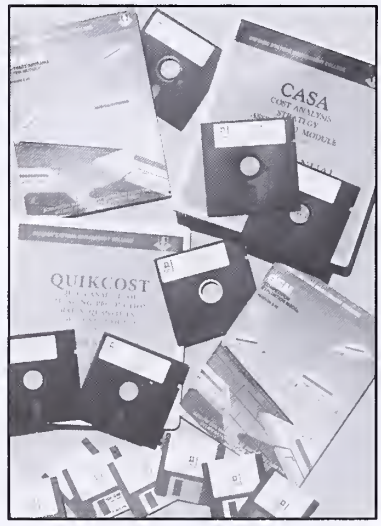
*Decision Support Systems In the Private Sector — A Cybernetic Model for the Proactive Organization (1987)**
Designing Quality into Defense Systems (1991)

Lessons Learned

Advanced Attack Helicopter (1983)
M1 Abrams Tank System (1983)
Multiple Launch Rocket System (1980)

DSMC Chart

Defense Systems Acquisition Management Process Chart (CORP 2008) (September 1993)



Periodicals

Program Manager
Acquisition Review Quarterly

DSMC Software Modules

Automated Program Planning and Documentation Module (APPDM)
Contract Appraisal System (CAPPS)
Cost Analysis Strategy Assessment (CASA) Module
Competition Evaluation Model (CEM)
Parametric Cost Estimating Relationship (PACER) Module
Quick Analysis of Rates, Quantities, and Cost (QUIKCOST) Module
Software Cost Estimating Model (COSTMODL)
Schedule Risk Assessment Module (SCRAM)
Parametric Cost Estimating (PACE)
Deliberation Support Division Products and Services

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PMC 93-2
QUIKCOST
USER'S MANUAL

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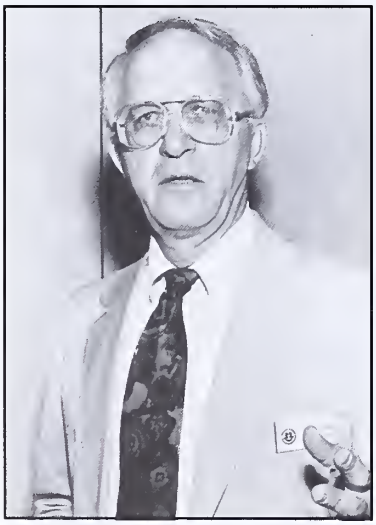

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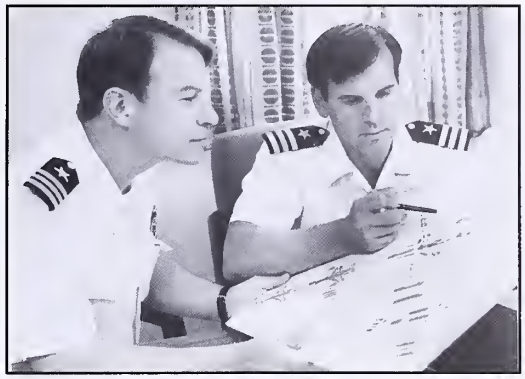

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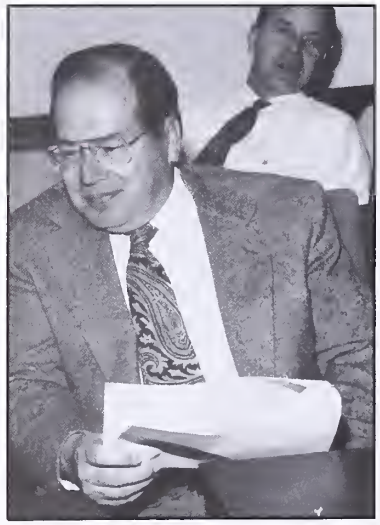

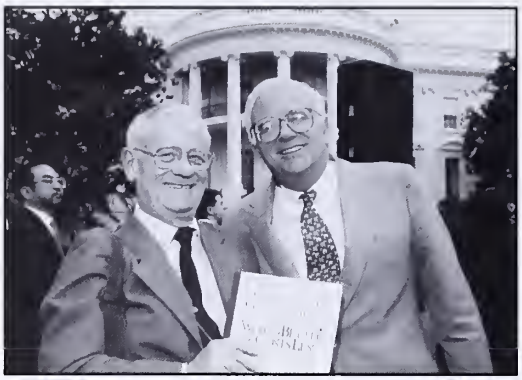

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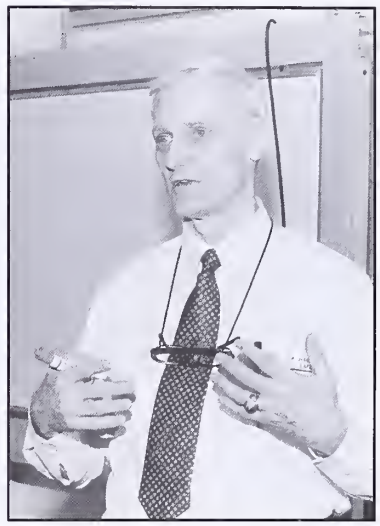

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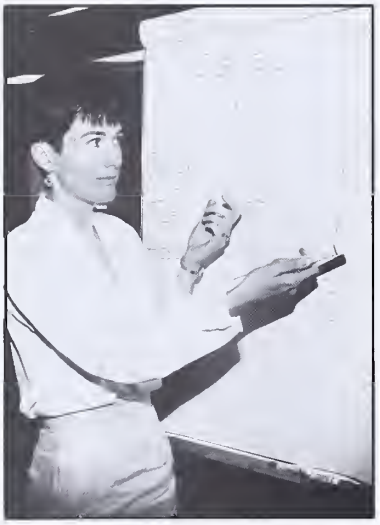

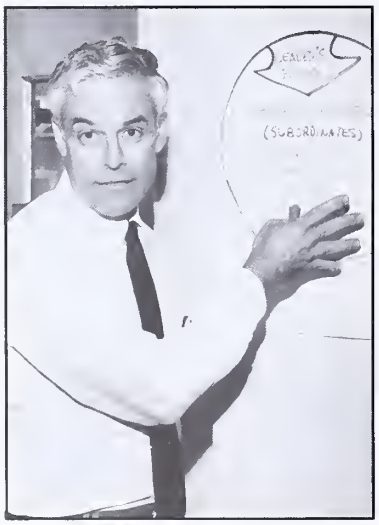

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Joseph N. Shrader
Holder of Navy Chair
B.S., U.S. Coast Guard Academy

Thomas I. Siemsen
Professor
B.A., University of California, Santa Cruz
M.A., University of California, Los Angeles

Carolyn M. Sliger
Computer Systems Analyst

Donna Smith
Lieutenant Colonel, USA
Professor
B.S., M.S., M.E.A., University of Utah

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Professor
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M.S., Boston University

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Systems Engineering Department
B.S.A.F., West Virginia University
M.S.S.M., University of Southern California

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Budget Analyst

Jennie V. Sorensen
Manager
Publications Distribution Center
B.S., University of Puerto Rico

Randolph Starks
Sergeant First Class, USA
Operations NCO
A.A.S., University of Maryland

Simon Steil
Professor
B.M.E., Polytechnic Institute of Brooklyn
M.A.I.S., George Mason University

Jesse J. Stewart
Executive-In-Residence
B.S., U.S. Naval Academy
M.S., Naval Postgraduate School

Richard A. Stillman
Director, Eastern Region
B.S., Bloomsburg State College
M.A., Arkansas State University
M.S., University of Kentucky

Linda C. Stiltner
Registrar
B.A., Keuka College

Alan L. Stone
Lieutenant Colonel, USAF
Professor
B.S., Mississippi State University
M.S., Air Force Institute of Technology

Robert H. Stryjewski
Executive-In-Residence
B.S., Hofstra University
M.A., Shippensburg State University

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Contract Management Department
B.S., U.S. Air Force Academy
M.A., Chapman College

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Professor
B.S., U.S. Air Force Academy
M.S., Golden State University

Siobhan Tack
Professor
B.A., Virginia Polytechnic Institute and State University

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Major, USAF
Professor
B.S., University of Illinois
M.S., Air Force Institute of Technology

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Executive Courses Department
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M.S., Central Michigan University

Maryellen Tipper
Reference Librarian
Executive Courses Department
B.S., Oregon State University
M.L.S., University of Southern Mississippi

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Holder of Air Force Chair
B.A., University of Notre Dame
M.P.A., Harvard University

Aaron Tyndale
Technical Sergeant, USAF
NCOIC

Frances Valore
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B.S., Park College
M.P.A., American University

David M. Vanhouse
Electronics Technician

Janet E. Vincent
Computer System Analyst
B.A., Cleveland State University

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Acquisition Policy Department
B.E.M.E., Vanderbilt University
M.S.S.M., University of Southern California

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Budget Analyst

Bruce N. Warner
Computer Specialist

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M.S., Drexel University
M.P.A., University of Southern California
D.P.A., University of Southern California

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Lieutenant Commander, USN
Director
Administrative and Personnel Services Department
B.A., University of Washington

Walter G. Weedman
Course Director
B.A., University of Maryland

The Honorable John J. Welch, Jr.
Visiting Professor
B.S., Massachusetts Institute of Technology

David Westermann
Professor Emeritus
A.B., Columbia College
LL.B., Columbia College
LL.D., Adelphi University

Gregory T. Wierzbicki
Holder of Systems Management Chair
B.S., Rensselaer Polytechnic Institute
M.S., Tulane University
M.B.A., George Mason University

Patricia S. Williams
Lieutenant Colonel, USA
Professor
B.S., University of Nebraska
M.A., Central Michigan University

James E. Wilson
Visual Information Specialist

James D. Winter
Commander, USN
Course Director
B.S., Miami University
M.B.A., The Citadel

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B.S., B.A., M.S., University of Arizona
Ph.D., North Carolina State University

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M.B.A., University of Baltimore

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M.S., Air Force Institute of Technology

Philip A. Young
Lieutenant Colonel, USMC
Professor
B.S., Southwest Texas State University

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Executive and Short Courses Division
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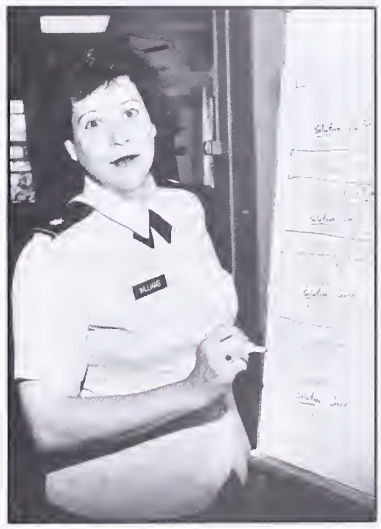
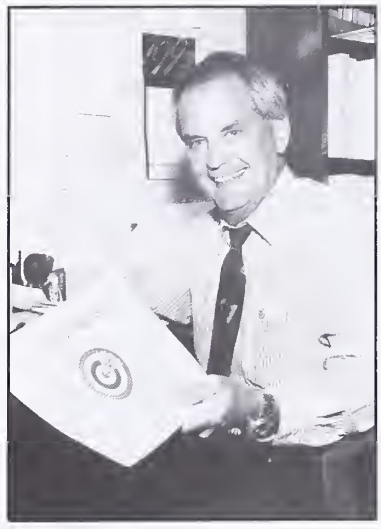
M.A., M.S., University of Southern California

Larry W. Zimmer
Professor
B.S., University of Missouri
M.B.A., Marymount University

Randy C. Zittel
Professor
B.S., Clarkson University
M.S.S.M., University of Southern California
M.S.N.E., Pennsylvania State University





Academic Calendar

Courses are at the main campus, Fort Belvoir, Va., unless otherwise shown.

Course Number	Date	Location
Advanced International Management Workshop (AIMW)		
94-1	18 - 22 Apr 94	
94-2	26 - 30 Sep 94	
Contract Management for Program Managers Course (CMPMC)		
94-1R	01 - 05 Nov 93	Huntsville
94-2R	10 - 14 Jan 94	Los Angeles
94-3R	09 - 13 May 94	St. Louis
94-4	20 - 24 Jun 94	
94-5R	01 - 05 Aug 94	Boston
Contractor Finance for Acquisition Managers Course (CFAMC) *(formerly Contractor Finance for Program Managers Course)*		
94-1	13 - 17 Dec 93	
94-2R	14 - 18 Mar 94	Huntsville
94-3	11 - 15 Apr 94	
94-4R	20 - 24 Jun 94	St. Louis
94-5R	11 - 15 Jul 94	Boston
94-6R	12 - 16 Sep 94	Los Angeles
Contractor Performance Measurement Course (CPMC) [BCF 202]		
94-001	29 Nov-03 Dec 93	
94-501	06 - 10 Dec 93	St. Louis
94-002	13 - 17 Dec 93	Los Angeles
94-003	14 - 18 Feb 94	
94-004	25 - 29 Apr 94	St. Louis
94-502	23 - 27 May 94	Boston
94-005	06 - 10 Jun 94	Boston
94-503	20 - 24 Jun 94	Huntsville
94-504	11 - 15 Jul 94	
94-505	25 - 29 Jul 94	Los Angeles
94-006	08 - 12 Aug 94	
94-007	29 Aug-02 Sep 94	Huntsville
Defense Acquisition Engineering, Manufacturing and Quality Assurance Course (DAEM&QAC) [PRD 301]		
94-001	29 Nov-10 Dec 93	
94-002	06 - 17 Jun 94	
94-003	11 - 22 Jul 94	
Defense Manufacturing Management Course (DMMC) [PRD 202]		
94-001	01 - 05 Nov 93	
94-002	10 - 14 Jan 94	
94-501	21 - 25 Mar 94	
94-003	09 - 13 May 94	
94-004	18 - 22 Jul 94	

Course Number	Date	Location
Executive Management Course (EMC)		
94-1	14 Mar-01 Apr 94	
94-2	13 Jun-01 Jul 94	
94-3	12 - 30 Sep 94	
Executive Refresher Course (ERC)		
94-1	06 - 17 Dec 93	
94-2	31 Jan-11 Feb 94	
94-3	02 - 13 May 94	
Fundamentals of Systems Acquisition Management Course (FSAM) [PMT 101]		
94-001	04 - 08 Oct 93	
94-701	18 - 22 Oct 93	Pensacola, FL
94-002	18 - 22 Oct 93	Boston
94-702	25 - 29 Oct 93	
94-703	01 - 05 Nov 93	
94-003	15 - 19 Nov 93	Huntsville
94-004	06 - 10 Dec 93	
94-005	06 - 10 Dec 93	St Louis
94-704	13 - 17 Dec 93	TBD
94-006	03 - 07 Jan 94	Los Angeles
94-007	10 - 14 Jan 94	
94-008	28 Feb-04 Mar 94	Boston
94-009	07 - 11 Mar 94	
94-705	14 - 18 Mar 94	Washington, DC
94-010	14 - 18 Mar 94	
94-011	21 - 25 Mar 94	
94-012	21 - 25 Mar 94	Huntsville
94-013	04 - 08 Apr 94	St Louis
94-014	11 - 15 Apr 94	Huntsville
94-015	18 - 22 Apr 94	Huntsville
94-501	18 - 22 Apr 94	St Louis
94-016	25 - 29 Apr 94	Los Angeles
94-502	25 - 29 Apr 94	
94-017	02 - 06 May 94	
94-706	09 - 13 May 94	Langley AFB
94-018	16 - 20 May 94	Boston
94-503	16 - 20 May 94	
94-019	23 - 27 May 94	
94-504	23 - 27 May 94	Huntsville
94-020	06 - 10 Jun 94	St Louis
94-021	13 - 17 Jun 94	Boston
94-022	20 - 24 Jun 94	Los Angeles
94-505	20 - 24 Jun 94	
94-023	27 Jun-01 Jul 94*	
94-024	27 Jun-01 Jul 94*	Boston
94-025	27 Jun-01 Jul 94*	Huntsville
94-026	27 Jun-01 Jul 94*	Los Angeles
94-027	27 Jun-01 Jul 94*	St Louis

* Satellite

Course Number	Date	Location
Fundamentals of Systems Acquisition Management Course (FSAM) [PMT 101]		
94-028	11 - 15 Jul 94	Huntsville
94-506	11 - 15 Jul 94	
94-507	18 - 22 Jul 94	Los Angeles
94-707	18 - 22 Jul 94	TBD
94-029	22 - 26 Aug 94	St Louis
94-030	29 Aug-02 Sep 94	Huntsville
94-508	29 Aug-02 Sep 94	
94-509	12 - 16 Sep 94	
94-708	12 - 16 Sep 94	Washington, DC
94-031	19 - 23 Sep 94	
94-510	19 - 23 Sep 94	Boston
94-032	26 - 30 Sep 94	Boston
94-511	26 - 30 Sep 94	Huntsville
Intermediate Systems Acquisition Course (ISAC) *(formerly Acquisition Basics Course)* [PMT 201]		
94-001	04 - 29 Oct 93	
94-002	12 Oct-05 Nov 93	Boston
94-003	18 Oct-12 Nov 93	Huntsville
94-004	18 Oct-12 Nov 93	Los Angeles
94-005	25 Oct-19 Nov 93	
94-006	25 Oct-19 Nov 93	St. Louis
94-007	03 - 28 Jan 94	
94-008	10 Jan-04 Feb 94	
94-009	18 Jan-11 Feb 94	Boston
94-010	24 Jan-18 Feb 94	Huntsville
94-011	31 Jan-25 Feb 94	Los Angeles
94-012	07 Feb-04 Mar 94	St. Louis
94-013	22 Feb-18 Mar 94	
94-014	04 - 29 Apr 94	
94-015	18 Apr-13 May 94	Boston
94-016	25 Apr-20 May 94	Huntsville
94-017	02 - 27 May 94	Los Angeles
94-018	09 May-03 Jun 94	St. Louis
94-019	16 May-10 Jun 94	
94-020	13 Jun-08 Jul 94	
94-021	13 Jun-08 Jul 94	
94-022	11 Jul-05 Aug 94	
94-023	18 Jul-12 Aug 94	Boston
94-024	25 Jul-19 Aug 94	Huntsville
94-025	01 - 26 Aug 94	Los Angeles
94-026	08 Aug-02 Sep 94	St. Louis
94-027	22 Aug-16 Sep 94	

Course Number	Date	Location
Introduction to Software Management Acquisition Course (ISMAC)		
94-1	19 - 21 Oct 93	
94-2R	16 - 18 Nov 93	Los Angeles
94-3	30 Nov-02 Dec 93	
94-4R	14 - 16 Dec 93	Boston
94-5R	11 - 13 Jan 94	St. Louis
94-6	01 - 03 Mar 94	
94-7R	19 - 21 Apr 94	Huntsville
94-8R	10 - 12 May 94	Boston
94-9R	12 - 14 Jul 94	St. Louis
94-10R	23 - 25 Aug 94	Huntsville
94-11	13 - 15 Sep 94	
Management of Acquisition Logistics Course (MALC) [LOG 201]		
94-501	15 - 19 Nov 93	
94-001	29 Nov-03 Dec 93	
94-002	13 - 17 Dec 93	St. Louis
94-003	10 - 14 Jan 94	Boston
94-004	14 - 18 Mar 94	Los Angeles
94-005	04 - 08 Apr 94	
94-502	23 - 27 May 94	
94-006	06 - 10 Jun 94	Huntsville
94-007	18 - 22 Jul 94	St. Louis
94-008	15 - 19 Aug 94	Boston
94-009	19 - 23 Sep 94	
Management of Software Acquisition Course (MSAC)		
94-1	06 - 10 Dec 93	
94-2	21 - 25 Mar 94	
94-3	13 - 17 Jun 94	
94-4	19 - 23 Sep 94	
Multinational Program Management Course (MPMC)		
94-1	01 - 05 Nov 93	
94-2	23 - 27 May 94	
94-3R	11 - 15 Jul 94	Paris
94-4R	22 - 26 Aug 94	Boston
Program Management Course (PMC) [PMT 301]		
94-001	24 Jan-10 Jun 94	
94-002	25 Jul-09 Dec 94	
Selected Acquisition Report Course (SARC)		
94-1	05 - 07 Oct 93**	
94-2R	18 - 22 Oct 93	Huntsville
94-3	25 - 29 Oct 93	
94-4	16 - 18 Nov 93**	
94-5	30 Nov-02 Dec 93**	
94-6R	06 - 10 Dec 93	Wright-Patterson AFB
94-7	12 - 16 Sep 94	

** 3-Day Refresher

Courses are at the main campus, Fort Belvoir, Va., unless otherwise shown.

Course Number	Date	Location
Systems Acquisition for Contracting Personnel Course (SACPC) [PMT 341]		
94-001	25 Oct-05 Nov 93	
94-002	06 - 17 Dec 93	
94-003	24 Jan-04 Feb 94	
94-004	28 Feb-11 Mar 94	
94-005	18 - 29 Apr 94	
94-006	16 - 27 May 94	
94-007	08 - 19 Aug 94	
Systems Acquisition Funds Management Course (SAFMC) [BCF 201]		
94-001	15 - 19 Nov 93	
94-002	10 - 14 Jan 94	
94-003	24 - 28 Jan 94	Los Angeles
94-004	28 Feb-04 Mar 94	Huntsville
94-005	16 - 20 May 94	St. Louis
94-006	13 - 17 Jun 94	
94-007	20 - 24 Jun 94	Boston
94-008	11 - 15 Jul 94	
Systems Acquisition Management for General/Flag Officers (SAM)		
94-1	15 - 19 Nov 93	
94-2	25 - 29 Jul 94	
Systems Engineering Management Course (SEMC) [SYS 201]		
94-001	04 - 08 Oct 93	
94-002	15 - 19 Nov 93	Boston
94-003	13 - 17 Dec 93	St. Louis
94-004	03 - 07 Jan 94	
94-005	24 - 28 Jan 94	Huntsville
94-006	31 Jan-04 Feb 94	Wright-Patterson AFB
94-007	14 - 18 Feb 94	Boston
94-008	28 Feb-04 Mar 94	NAS Patuxent
94-009	28 Feb-04 Mar 94	Los Angeles
94-010	14 - 18 Mar 94	Boston
94-011	21 - 25 Mar 94	Los Angeles
94-012	28 Mar-01 Apr 94	NAS Patuxent
94-013	04 - 08 Apr 94	Huntsville
94-014	11 - 15 Apr 94	
94-015	18 - 22 Apr 94	
94-016	18 - 22 Apr 94	TBD
94-017	25 - 29 Apr 94	
94-018	02 - 06 May 94	St. Louis
94-019	09 - 13 May 94	
94-020	16 - 20 May 94	
94-021	23 - 27 May 94	TBD
94-022	13 - 17 Jun 94	Huntsville
94-023	13 - 17 Jun 94	NAS Patuxent
94-024	20 - 24 Jun 94	
94-025	27 Jun-01 Jul 94	
94-026	11 - 15 Jul 94	St. Louis
94-027	18 - 22 Jul 94	Huntsville
94-028	25 - 29 Jul 94	St. Louis
94-029	01 - 05 Aug 94	TBD
94-030	15 - 19 Aug 94	TBD
94-031	22 - 26 Aug 94	

Course Number	Date	Location
Systems Engineering Management Course (SEMC) [SYS 201]		
94-032	29 Aug-02 Sep 94	NAS Patuxent
94-033	12 - 16 Sep 94	Wright-Patterson AFB
94-034	26 - 30 Sep 94	
Test and Evaluation Management Course (TEMC) [TST 201]		
94-001	04 - 08 Oct 93	NAS Patuxent
94-002	25 - 29 Oct 93	Huntsville
94-003	01 - 05 Nov 93	Point Mugu
94-004	06 - 10 Dec 93	Los Angeles
94-005	06 - 10 Dec 93	Point Mugu
94-006	10 - 14 Jan 94	
94-501	10 - 14 Jan 94	
94-007	24 - 28 Jan 94	NAS Patuxent
94-502	31 Jan-04 Feb 94	
94-008	07 - 11 Feb 94	Boston
94-009	14 - 18 Feb 94	NAS Patuxent
94-010	14 -18 Mar 94	St. Louis
94-011	21 - 25 Mar 94	NAS Patuxent
94-012	18 - 22 Apr 94	Boston
94-013	25 - 29 Apr 94	NAS Patuxent
94-503	09 - 13 May 94	
94-014	23 - 27 May 94	NAS Patuxent
94-015	06 - 10 Jun 94	Los Angeles
94-504	13 - 17 Jun 94	
94-016	20 - 24 Jun 94	NAS Patuxent
94-017	11 - 15 Jul 94	
94-505	11 - 15 Jul 94	
94-018	18 - 22 Jul 94	NAS Patuxent
94-019	08 - 12 Aug 94	Boston
94-506	15 - 19 Aug 94	
94-020	22 - 26 Aug 94	NAS Patuxent
94-021	12 - 16 Sep 94	St. Louis
94-022	19 - 23 Sep 94	NAS Patuxent

Courses are at the main campus, Fort Belvoir, Va., unless otherwise shown.

Key Phone Index

General Information	1-800-845-7606
Office of the Commandant	(703) 805-3360
Program Management Education Division	(703) 805-5173
Executive and Short Courses Division	(703) 805-2902
Research and Information Division	(703) 805-2525
Consulting Division	(703) 805-2308
Deliberation Support Division	(703) 805-5783
Faculty Division	(703) 805-2764
Division of College Operations and Services	(703) 805-2140
Executive Institute	(703) 805-3054
DSMC Press	(703) 805-2892
Administrative and Personnel Services Department	(703) 805-3363
Office of the Registrar	(703) 805-2227

*NOTE: DSN prefix for all numbers above is 655.
*Fax: (703) 805-3857

Eastern Region	(617) 377-3593 DSN 478-3593 Fax (617) 377-7090
Southern Region	(205) 876-2753 DSN 746-2753 Fax (205) 876-2730
Central Region	(314) 263-1142 DSN 693-1142 Fax (314) 263-1719
Western Region	(310) 363-1159 DSN 833-1159 Fax (310) 363-5992

The DSMC Campus

A-Building 184
DSMC Activity Center
(100 yards from Building 208)

B-Building 208
Integrative Program Management Department
Learning Resource Center

C-Building 226
Scott Hall
Classrooms SR 1, 3, 4, and 5
David D. Acker Library
Executive Courses Department
Executive and Short Courses Division
Fundamental Courses Department

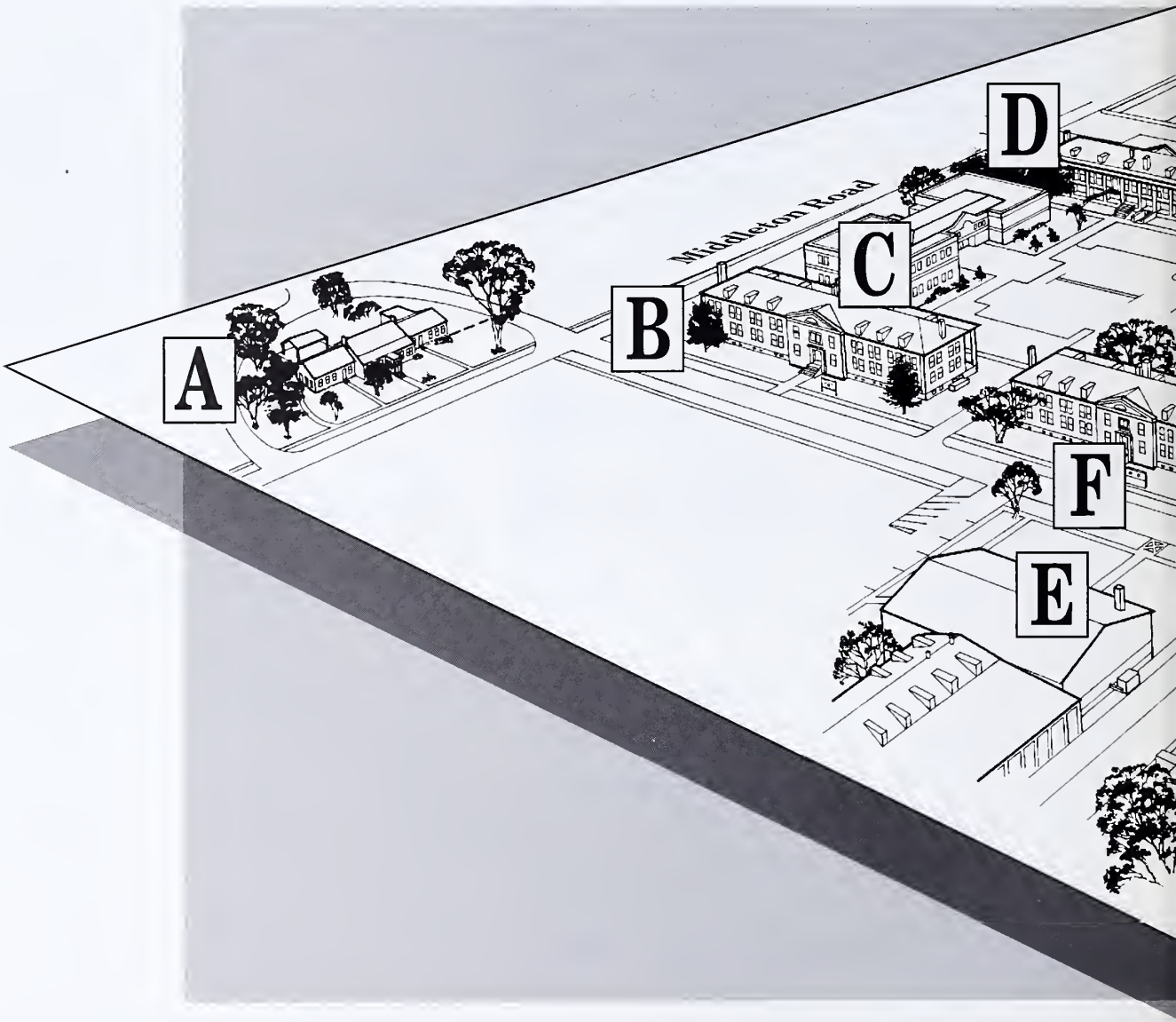
226 (continued)
Howell Auditorium
Intermediate Systems Acquisition Department
International Department
Systems Engineering Department
Test and Evaluation Department
Visual Arts Department

D-Building 209
Automated Classroom 91
Automation Management Department
Classrooms 93, 94
DSMC Press

209 (continued)
Manufacturing Management Department
Office of the Registrar
Software Management Department

E-Building 219
Essayons Theater

F-Building 206
AV/TV Department
Cost and Schedule Management Department
Faculty Division
Funds Management Department
Maintenance Department



G-Building 207
Cafeteria
Classrooms 73, 74
Logistics Support Department
Program Management Education Division

H-Building 204
Contract Management Department
Contractor Finance Department
Duplicating Department
Classrooms 41, 42, 43, 44

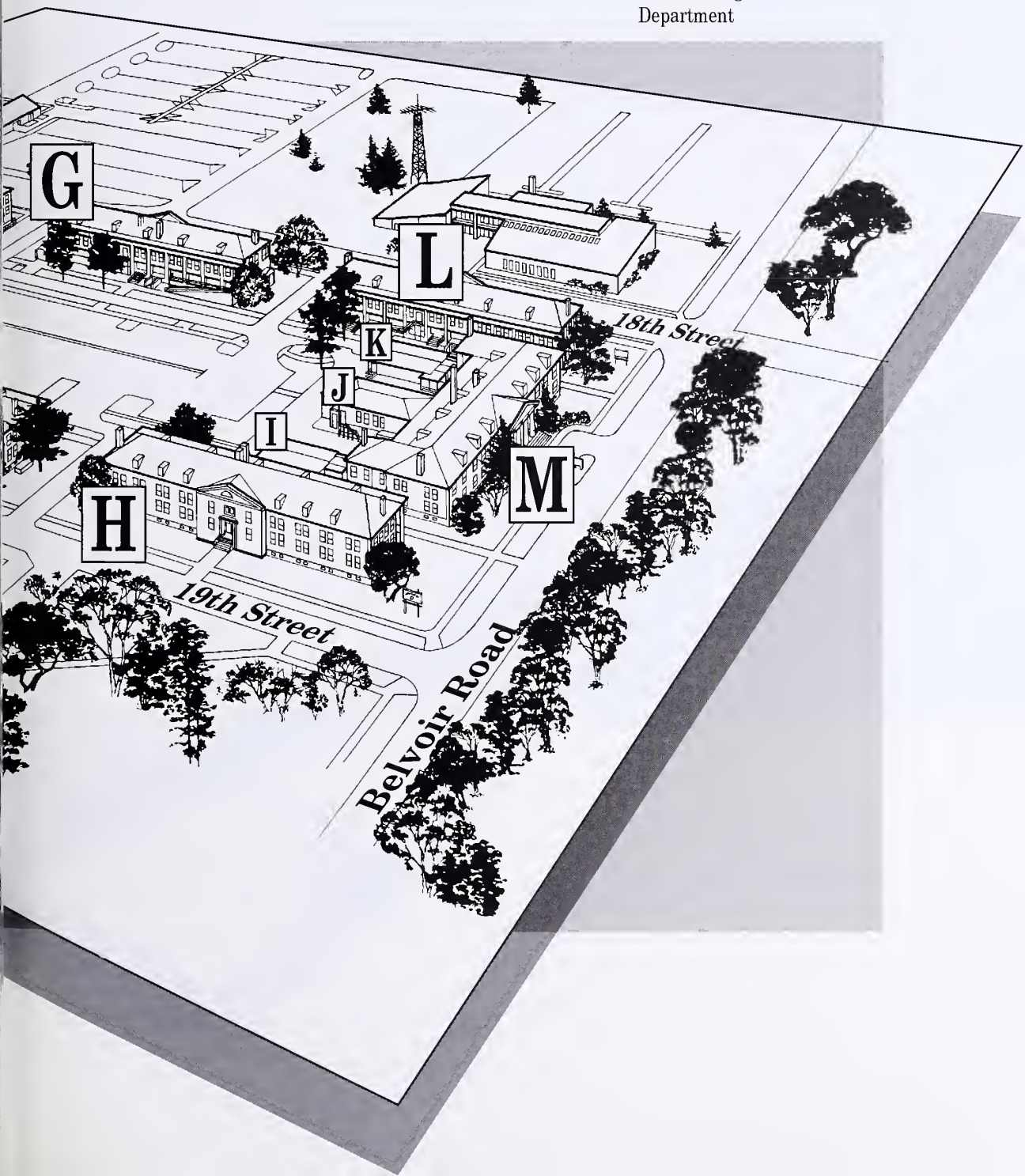
I-Civilian Personnel

J-Management Decision Center
AV/TV Control Center

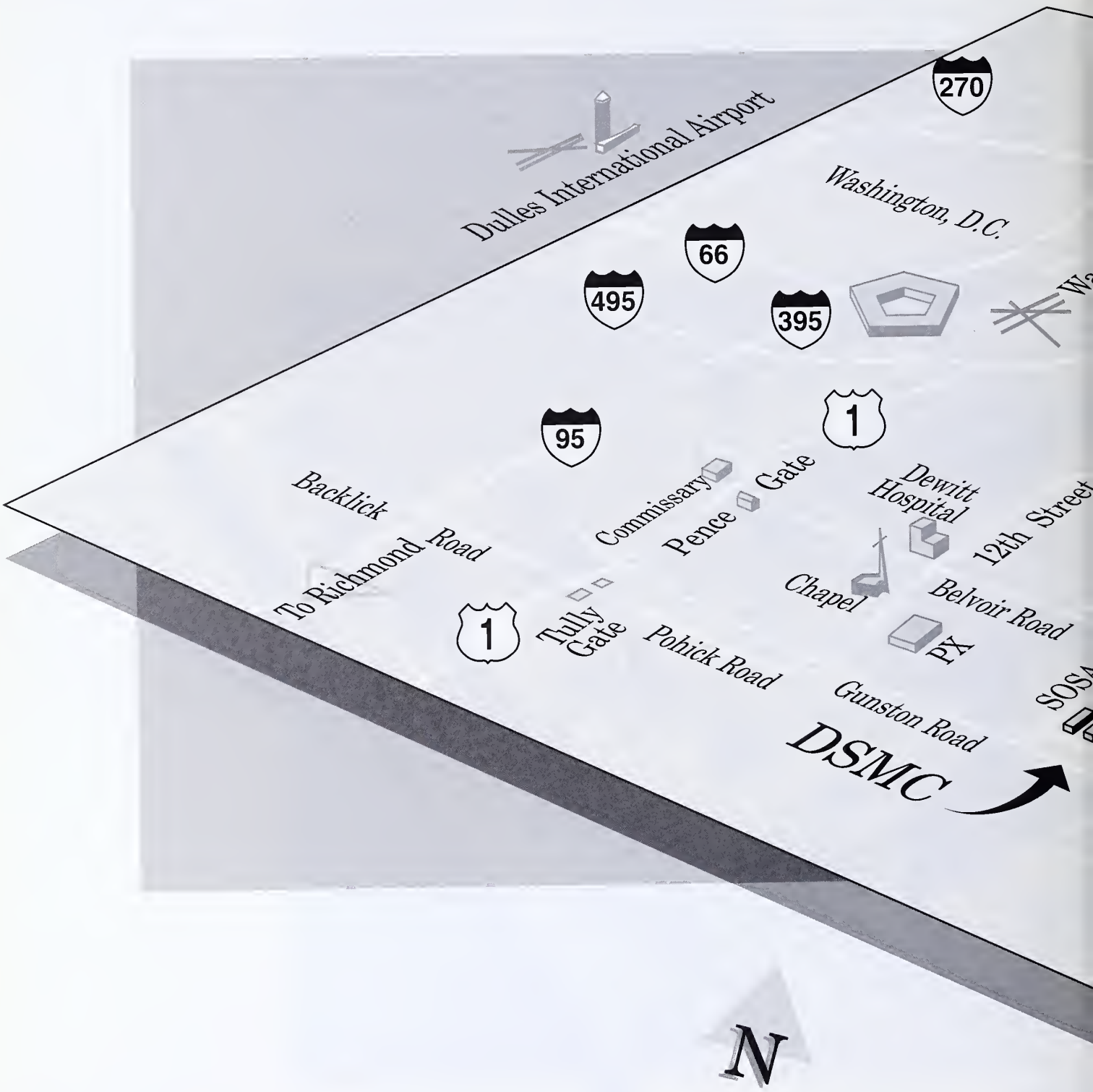
K-Building 292
Waelchli Room

L-Building 205
Classrooms 53, 54
Consulting Division
Deliberation Support Division
Education Department
Research and Information Division
Wellness Center

M-Building 202
Acquisition Policy Department
Administrative and Personnel Services Department
Bookstore
Contract and Logistics Operations Department
Division of College Operations and Services
Executive Institute
Headquarters
Managerial Development Department
Principles of Program Management Department
Resource Management Department



To Fort Belvoir



95
To Baltimore
Baltimore Washington
Parkway
95
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Humphreys
Hall
18th Street
Parade
Grounds
Street
Officers' Club
Middleton
Road
Street
21st

DSMC VISION

WE WILL BE THE
ACADEMY OF DISTINCTION
PROMOTING SYSTEMS MANAGEMENT
EXCELLENCE.

DSMC MISSION

WE WILL PROMOTE AND SUPPORT
THE ADOPTION AND PRACTICE OF
SOUND SYSTEMS MANAGEMENT PRINCIPLES
BY THE ACQUISITION WORKFORCE,
THROUGH EDUCATION,
RESEARCH, CONSULTING,
AND INFORMATION DISSEMINATION.

DSMC VALUES

WE WILL SUPPORT, RESPECT,
AND TRUST EACH OTHER.
WE ARE ALL RESPONSIBLE
FOR CUSTOMER SATISFACTION.
WE TAKE PRIDE IN OUR WORK AND
PURSUE EXCELLENCE IN WHAT WE DO.

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DEFENSE SYSTEMS MANAGEMENT COLLEGE
OFFICE OF THE REGISTRAR
FORT BELVOIR, VIRGINIA